

Division of Administration



Strategic Plan FY 2017-2018 to FY 2021-2022

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COMMISSIONER OF ADMINISTRATION**

STATE OF LOUISIANA
DIVISION OF ADMINISTRATION

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VISION STATEMENT

The Division of Administration envisions an effective, efficient state government, focused on improving the quality of life for all Louisiana citizens.

MISSION STATEMENT

The Division of Administration will provide innovative and effective management, financial and policy direction and services to the various departments of state government, resulting in high quality, performance-driven services to Louisiana's citizens.

PHILOSOPHY

The Division of Administration will promote integrity, quality and efficiency in the daily administration of state government and in the implementation of the policies and the initiatives of the administration by encouraging collaboration among state agencies to maximize existing resources.

Executive Summary

Unique among government departments, the Division of Administration serves the people of Louisiana mainly by providing essential services to state government as a whole. As provided through Title 39 of the Louisiana Revised Statutes, the Division is the central management and administrative support agency for the state of Louisiana. The Division of Administration is headed by the Commissioner of Administration and is composed of three programs: Executive Administration, Community Development Block Grant, and Auxiliary.

The Commissioner's Office oversees and coordinates the activities of the sections within the Division of Administration. These sections perform a wide variety of legislatively-mandated and other required functions of state government. In addition, the Division of Administration provides supervisory functions for management and budgets of all state departments. The Commissioner's overall responsibilities include, but are not limited to:

- Overseeing the general management of all state finances and financial operations.
- Preparing the Executive Budget and the Comprehensive Annual Financial Report (CAFR).
- Ensuring general fiscal accountability throughout state government.
- Making purchases for state agencies when required by executive order.
- Controlling and assigning state surplus property.
- Providing and assigning state owned and leased facilities to state agencies.
- Maintaining travel regulations for state officials and employees.
- Conducting such planning activities as are necessary to maximize the present and future effectiveness of state government.
- Administering Community Development Block Grant Disaster Recovery Funds.

The Commissioner's Office works through the various DOA sections to provide innovative leadership and coordination in the development and implementation of sound management practices, to promote state government accountability, to address the individual needs of all state agencies and employees, and to provide quality services to agencies and taxpayers in accordance with executive policy and legislative mandates.

GOALS

- I. **Financial Services:** To ensure that the financial, accounting, and budgetary information is timely, consistently fully integrated, easily accessible and accurate.
- II. **Property Control:** To coordinate and provide quality operational services utilizing sound management practices for the maintenance of state facilities and lands.
- III. **Internal Controls:** To provide for the effective and efficient dissemination, execution, enforcement and implementation of executive policies reflecting sound management practices.
- IV. **Community Development:** To improve the quality of life of the citizens of the State of Louisiana, principally those of low to moderate income, through the effective administration of the Louisiana Community Development Block Grant Program, and to improve the quality of life of all citizens of the State through effective administration of the Local Government Assistance Program, and the Community Water Enrichment Fund.

Within the Division of Administration's Office of Community Development (OCD) is the Disaster Recovery Unit (DRU) which is dedicated to helping Louisiana's citizens from hurricanes Katrina, Rita, Gustav and Ike. As the state's central point for hurricane recovery, the OCD-DRU manages the most extensive rebuilding effort in American history, working closely with local, state and federal partners to ensure that Louisiana recovers safer, stronger and smarter than before. Due to the nature and complexity of this office, DRU's strategic plan is provided in its entirety at the end of this plan.

The Division of Administration is also comprised of Ancillary agencies. These Ancillary agencies are self-supporting enterprises, each with its own strategic goals, objectives, and performance indicators. This includes the Office of Group Benefits, Office of Risk Management, Administrative Services, Louisiana Property Assistance Agency, Federal Property Assistance Agency, Aircraft Services, Office of State Procurement and Office of Technology Services. Their respective plans are provided separately in their entirety.

PRINCIPAL CLIENTS AND USERS

The Division of Administration has identified the principal clients and users of each program and the specific service or benefit derived by such persons. This population will benefit from or be significantly affected by each objective within the plan.

Executive Administration: The primary clients are residents of Louisiana, state agencies and boards and commissions, local governments, the Governor, the Commissioner of Administration, and the Louisiana Legislature. Additional users include surveyors, abstractors and lawyers, elected officials, corporations, landmen/landowners, bond rating agencies, bondholders and underwriters.

Community Development Block Grant: The primary clients of community development block grant programs are residents of Louisiana of low and moderate income. The principal clients of disaster recovery programs are the individuals, households, businesses, communities, non-profit organizations and local governments directly impacted by the hurricanes of 2005 and 2008. As such, OCD-DRU is responsive to these customers as well as their local elected officials. OCD-DRU also works in close coordination with other entities, governmental and non-governmental, providing disaster assistance and community development activities in hurricane-impacted areas.

Auxiliary: The principal clients are state agencies, boards and commissions, local governments, the Louisiana Legislature, and residents of Louisiana.

EXTERNAL FACTORS

The Division of Administration has identified potential external factors beyond the control of the agency that could have a significant impact on the goals and objectives.

- Demographic and societal trends drive government operations and can cause changes in agency initiatives.
- Emergency situations such as natural disasters can cause unpredictable loss and can interfere with agency operations.
- State legislation that creates new agencies, programs and/or boards and commissions can create additional workloads and significantly alter agency initiatives.
- Federal mandate changes can cause a change in the agency operations in order for DOA to maintain compliance.
- Lack of funding and/or revenue estimates can prevent and hinder agency operations as DOA is dependent upon state appropriations as well as funding from federal grants.
- Legal rulings and decisions can affect policies resulting in changes in the operations of the agency.
- Technology continues to advance due to aging resources and as technological developments occur it can create a disruption in agency operations.
- Changes in administration and legislative leadership can cause policy changes which can alter agency initiatives.
- Baseline data that is inadequate can have a negative effect on agency operations as good policy decisions are dependent upon good collection and utilization of baseline data.

DUPLICATION OF EFFORT

The Division of Administration continues to make major strides to avoid duplication of effort within the agency through continued consolidation of offices and functions, modernization of equipment, and streamlining of processes. Through these efforts, Louisiana's public sector will realize savings as well as maintain and increase investments in critical services.

As an agency, the Division of Administration has implemented a major department wide consolidation initiative to reduce duplication and save money by centralizing numerous back-office functions across administrative sections such as human resources, legal, internal audit, and fiscal services.

The annual increase of technological capacities for government services grows rapidly. With each passing year, improved means of providing government services at lower cost with greater efficiency is a challenge to all state agencies. To harness the transformational impact of technology for many state government functions, the Division of Administration began a statewide IT consolidation project in FY 14 that sought to reduce duplication among technology systems, both hardware and software, and centralize standard departmental functions. Shared processes/services, computer server, and other computer equipment combined with unified standards of practice for many of state government's processes across all state agencies will result in a cost savings to the state.

The Division's Office of State Purchasing and the Office of Contractual review as well as statewide procurement functions and personnel were centralized into the Office of State Procurement in FY 15. The continued expansion of electronic payment options for state vendors through ePayables and direct deposit has virtually eliminated paper check printing and processing costs. This initiative has also reduced fraud and expedited payments to state vendors.

HUMAN RESOURCE POLICIES BENEFICIAL TO WOMEN AND FAMILIES

The Division of Administration provides human resource policies that support women and their families. Policies include, but are not limited to, Equal Employment and Affirmative Action, Family and Medical Leave, Leave for Maternity, as well as flexible work schedules as approved by management. These policies are reviewed on a regular basis and updated as needed. Additionally, the Division of Administration's Human Resources Director monitors state and federal guidelines as well as internal feedback from management to assure compliance and initiate process improvement as needed.

STRATEGIC PLANNING PROCESS

This plan was developed using a review of the data reported to LaPAS for all performance indicators.

All documents used in the development of the strategic plan as well as the data used for the completion of quarterly performance progress reports through the Louisiana Performance Accountability System (LaPAS) will be maintained according to the records retention laws applicable to the agency.

GOAL I: To ensure that the financial, accounting, and budgetary information is timely, consistently fully integrated, easily accessible and accurate.

Goal Authorizations: Louisiana Revised Statutes 39:21 et seq.; 39:80; 39:86

PROGRAM ACTIVITY: OFFICE OF PLANNING AND BUDGET

The Office of Planning and Budget (OPB) has the primary responsibility of implementing performance-based budgeting in the Executive Branch of Louisiana state government. This includes budget-related services such as long- and short-term financial analysis and operating budget development, monitoring and control, and policy development, planning, accountability, and other management services including the maintenance of a statewide performance database and integration of performance information into the budget development process. OPB staff represents the Governor and Commissioner of Administration on commissions, councils, boards, task forces, and consensus estimating conferences and through the State Economist, the OPB provides revenue projections to the Revenue Estimating Conference.

PROGRAM ACTIVITY MISSION:

- i. To assist the Governor, Commissioner of Administration, and other state decision makers in the development of goals, policies, and priorities for the optimal use of Louisiana's resources.
- ii. To support and assist the Governor and Commissioner of Administration in the development and presentation of the Governor's Executive Budget documents and the monitoring of the state's operating budget to promote efficiency, effectiveness, and compliance with executive and legislative intent.
- iii. To guide and assist state agencies in the implementation of performance-based budgeting and managing for results.

- iv. To maintain and disseminate financial and performance data for the benefit of state decision makers, state agency and program managers, data users, and the general public.

PROGRAM ACTIVITY GOALS:

- i. The Office of Planning and Budget will provide efficient, effective, results-oriented planning and budgeting services that will enhance the general management of the finances of the state, support the development and maintenance of balanced state budgets, and directly link expenditures to outcomes.
- ii. The Office of Planning and Budget will make financial and performance information more readily accessible to data users across Louisiana by maintaining and maximizing the resources of the office's internet website.

PROGRAM ACTIVITY OBJECTIVE I.1: Maintain accountability within OPB by submitting all required documents by statutory deadlines; decreasing the number of technical amendments to the annual appropriations bill by 10% from the 2016 baseline level; responding to requested legislative instruments germane to the development of the budget within 2 days; completing analysis on requested fiscal impact statements within 3 days; and responding to all requests for LaPAS performance database technical assistance within 48 hours.

STRATEGY I.1.a: Design internal and external processes, guidelines, and calendars to ensure that all required documents are submitted by the deadlines established by the Louisiana Revised Statutes.

STRATEGY I.1.b: Communicate deadlines via email communications, published guidelines, and the OPB website.

STRATEGY I.1.c: Appoint project-specific staff who is responsible for ensuring that deadlines are met.

STRATEGY I.1.d: Institute an appropriations bill review process to reduce the number of technical errors in the drafting of the bill.

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STRATEGY I.1.e: Designate a coordinator to manage the professional development/training requirements.

STRATEGY I.1.f: Designate at least two staff who are authorized administrators of the LaPAS database who are able to respond to requests for technical assistance.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Percentage of required documents submitted by statutory deadlines
2. Input: Number of technical amendments that correct errors in the appropriations bill
3. Efficiency: Average number of days to provide requested feedback on the legislative instruments germane to the development of the state budget
4. Efficiency: Average number of days to complete analysis on requested fiscal impact statements
5. Efficiency: Average response time for LaPAS technical assistance (in days)

Principal Clients: Principal clients consist of the Governor, the Commissioner of Administration, the Louisiana Legislature, state agencies (budget units and programs), and the residents of Louisiana.

External Factors: External factors that could have an impact on goals and objectives are trends and isolated events in state and national economies; inflation, and investment returns; revenue estimates; trends in discretionary/nondiscretionary¹ budget; federal and state policies and mandates; a change in administration and legislative leadership; demographic and societal trends; emergencies and unpredictable loss; changes in enabling legislation; trends in government financial management methods; mandates from “authority or expectation groups” such as Governmental Accounting Standards Board (GASB); scrutiny and review by media and government

¹ Non-discretionary represents expenditures that must be funded because of constitutional or other mandates.

watchdog groups; technological advances and developments; and quality of materials submitted from agencies.

Duplication of Effort: The Governor is required by constitution and statute to develop and present a balanced, timely budget estimate. The Governor and Commissioner of Administration are required by statute to monitor and manage the state's budget and finances. The Office of Planning and Budget provides the planning and budget services necessary to carry out these functions. No other branch entity carries out the same functions at this level. While individual executive branch entities carry out budget development and financial management functions individually; the overall statewide planning and budgeting functions occur only within the Division of Administration.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Planning and Budget

Objective: Maintain accountability within OPB by submitting all required documents by statutory deadlines; decreasing the number of technical amendments to the annual appropriations bill by 10% from the 2016 baseline level; responding to requested legislative instruments germane to the development of the budget within 2 days; completing analysis on requested fiscal impact statements within 3 days; and responding to all requests for LaPAS performance database technical assistance within 48 hours.

Indicator Name: Percentage of required documents submitted by statutory deadlines

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The functions of the OPB are directly related to the specific duties of the commissioner of administration as outlined in Title 39 of the Louisiana Revised Statutes, and particularly with regard to the development of the state operating budget, which is the primary purpose of the section. All aspects of the state operating budget are governed by statute, from the deadline by which forms must be made available to state agencies to the publication of the State Budget. Therefore, ensuring that required documents are submitted by statutory deadlines is imperative. This performance indicator captures whether or not the OPB actually does this.

3. Use:

A statutory deadline is the bookend by which internal and external calendars, guidelines, and processes are developed. External users are also held accountable for meeting interim deadlines that allow the OPB to achieve 100% compliance.

4. Clarity:

There are several required documents that aren't specifically included in the performance indicator name. These include: forms and guidelines for the budget requests, executive budget and supporting document, the contents of the general appropriation and other appropriation bills, state budget, fiscal status, five-year base-line budget projection, strategic plan guidelines, expenditure limit, and August 15th performance adjustment requests.

5. Data Source, Collection and Reporting:

The source of the data for the performance indicator is the publication date. Data will be reported once per year, to capture all documents submitted during the state fiscal year that begins on July 1st.

6. Calculation Methodology:

In order to calculate the percentage of required documents submitted by statutory deadlines, the number submitted by the deadline is divided by the total number of required documents.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

The limitation of this performance indicator is that it doesn't measure the quality of the required documents that are submitted. The contents of the documents are defined by statute, and must be included in order to be technically complete. While every attempt is made to submit documents that are aesthetically pleasing, these qualities are less important than the message.

9. Accuracy, Maintenance, Support:

The performance indicator and data have not been audited. The reported data may be verified in the future by examining the publication and/or transmission date of required documents. Agency records retention policy dictates that email records must be maintained for three years.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Planning and Budget

Objective: Maintain accountability within OPB by submitting all required documents by statutory deadlines; decreasing the number of technical amendments to the annual appropriations bill by 10% from the 2016 baseline level; responding to requested legislative instruments germane to the development of the budget within 2 days; completing analysis on requested fiscal impact statements within 3 days; and responding to all requests for LaPAS performance database technical assistance within 48 hours.

Indicator Name: Number of technical amendments that correct errors in the appropriation bill

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a supporting input indicator.

2. Rationale, Relevance, Reliability:

In the drafting of the Executive Budget and Executive Budget Supporting Document, and subsequently the appropriations bill, errors such as typos, transpositions, or other technical drafting errors are sometimes made that require the submission of an amendment to change the original recommendation (whether financial or performance). There is an appropriations bill review process to reduce the number of technical errors in the drafting of the bill, but errors still occur. This performance indicator was chosen to better track the number of errors within the bill, so that additional efforts may be made to reduce them.

3. Use:

The performance indicator will be used to assess the amendment review process and the need for more or different types of analyst training.

4. Clarity:

A technical amendment is specifically defined internally as one that changes a typo (either financial or performance), transposition, or other

technical drafting error if documentation in-house is available to prove there was a technical drafting error.

5. Data Source, Collection and Reporting:

The sources of the data are the reports and spreadsheets that are submitted to the House and Senate staffs for legislative consideration. The number of non-OPB technical amendments will also be calculated, and are published on the State legislative website. The data will be reported once per year at the end of the legislative session.

6. Calculation Methodology:

The number of OPB and non-OPB technical amendments will be counted each year.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited and the data has not been routinely collected. The data may be verified in the future by reviewing the amendments to the appropriations bill that were accepted at each step of the legislative process.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Planning and Budget

Objective: Maintain accountability within OPB by submitting all required documents by statutory deadlines; decreasing the number of technical amendments to the annual appropriations bill by 10% from the 2016 baseline level; responding to requested legislative instruments germane to the development of the budget within 2 days; completing analysis on requested fiscal impact statements within 3 days; and responding to all requests for LaPAS performance database technical assistance within 48 hours.

Indicator Name: Average number of days to provide requested feedback on the legislative instruments germane to the development of the state budget

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a supporting efficiency indicator.

2. Rationale, Relevance, Reliability:

The OPB is frequently called upon to provide feedback on legislative bills that are germane to the development of the state budget in order to assist in policy development and implementation. Timely responses are necessary due to the nature of the legislative process.

3. Use:

The performance indicator will be used for internal management and staff evaluation purposes, as well as, to provide useful information for to the commissioner's office in a timely manner on related legislative bills

4. Clarity:

Although the number of feedback requests is not consistent from year to year, timely review on legislative instruments relative to the state budget is important prior to the instrument being discussed in the committee.

5. Data Source, Collection and Reporting:

The source of data is an internal tracking spreadsheet, which tracks the amount of time to submit the information to the DOA legislative team.

6. Calculation Methodology:

The indicator is measured based on the number of days it takes to finalize the analysis from date of receipt to the date submitted to the DOA legislative team.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

The weakness of this performance indicator is that it only measures successful completion, not the quality of information provided.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited and the data has not been routinely collected. The reported data can be verified by reviewing the internal OPB tracking spreadsheet and/or emails.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Planning and Budget

Objective: Maintain accountability within OPB by submitting all required documents by statutory deadlines; decreasing the number of technical amendments to the annual appropriations bill by 10% from the 2016 baseline level; responding to requested legislative instruments germane to the development of the budget within 2 days; completing analysis on requested fiscal impact statements within 3 days; and responding to all requests for LaPAS performance database technical assistance within 48 hours.

Indicator Name: Average number of days to complete analysis on requested fiscal impact statements

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a supporting efficiency indicator.

2. Rationale, Relevance, Reliability:

The OPB provides essential state budget-related information for the development of legislative fiscal notes, which may influence whether a particular bill is ultimately passed into law. Timely responses are necessary and requested due to the nature of the legislative process.

3. Use:

The performance indicator will be used for internal management and staff evaluation purposes, as well as, to provide useful information for to the commissioner's office in a timely manner on related legislative fiscal note requests

4. Clarity:

Although the number of fiscal note requests is not consistent from year to year, timely fiscal impacts on legislative instruments relative to the state budget is important prior to the instrument being discussed in the committee.

5. Data Source, Collection and Reporting:

The source of data is an internal tracking spreadsheet, which tracks the amount of time to submit the information to the DOA legislative team.

6. Calculation Methodology:

The indicator is measured based on the number of days it takes to finalize the fiscal impact analysis from date of receipt to the date submitted to the DOA legislative team.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

The weakness of this performance indicator is that it only measures successful completion, not the quality of information provided.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited and the data has not been routinely collected. The reported data can be verified by reviewing the internal OPB tracking spreadsheet and/or emails.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Planning and Budget

Objective: Maintain accountability within OPB by submitting all required documents by statutory deadlines; decreasing the number of technical amendments to the annual appropriations bill by 10% from the 2016 baseline level; responding to requested legislative instruments germane to the development of the budget within 2 days; completing analysis on requested fiscal impact statements within 3 days; and responding to all requests for LaPAS performance database technical assistance within 48 hours.

Indicator Name: Average response time for LaPAS technical assistance (in days)

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a supporting efficiency indicator.

2. Rationale, Relevance, Reliability:

Title 39 of the Louisiana Revised Statutes requires that each agency receiving an appropriation in the general or ancillary appropriations acts produce a series of performance progress reports with information on the agency's actual progress toward achievement of that year's performance standards for performance indicators contained within the acts and also the executive budget supporting document. Agency users sometimes experience technical problems with the Louisiana Performance Accountability System (LaPAS) or have questions about general reporting that need to be addressed quickly. Designated OPB staff that have solid LaPAS experience and performance knowledge provide technical assistance to agency users so that they may submit the performance progress reports by the statutory deadlines.

3. Use:

The performance indicator will be used for internal management and staff evaluation purposes, to provide information for LaPAS guidelines and to guide future training opportunities.

4. Clarity:

LaPAS is the acronym for Louisiana Performance Accountability System, the online reporting database for performance progress reports.

5. Data Source, Collection and Reporting:

The sources of the data are the LaPAS request forms that are required to establish new accounts, email records of agency correspondence and telephone logs.

6. Calculation Methodology:

The performance indicator is calculated by obtaining the average length of time to provide LaPAS database access and/or technical assistance, from the date that the request was received.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

The weakness of this performance indicator is that it doesn't measure customer satisfaction of the technical assistance received. The "success" of this measure is the agency user's ability to access the database and report the data.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited and the data has not been routinely collected. The reported data can be verified by reviewing LaPAS account request forms, email records of agency correspondence and telephone logs. Agency records retention policy dictates that records must be maintained for three years.

10. Responsible Person:

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PROGRAM ACTIVITY: OFFICE OF FINANCE AND SUPPORT SERVICES

The Office of Finance and Support Services (OFSS) provides comprehensive fiscal services to the Division of Administration, the Board of Elementary and Secondary Education, the Office of Group Benefits, the Office of Risk Management, the Office of Technology Services, as well as various offices and agencies within the Executive Department. The OFSS also provides services to the Louisiana Office Facilities Corporation, Louisiana Correctional Facilities Corporation and to a wide range of appropriations, programs and services funded under Schedule 20 of the General Appropriation Bill and Ancillary Appropriations. In addition, the office administers and controls the financial aspects of the Louisiana Equipment and Acquisition Fund (LEAF).

PROGRAM ACTIVITY MISSION:

- i. To provide accurate and timely fiscal services to the various offices and agencies serviced.
- ii. To provide innovative and effective policy direction for the various offices and entities serviced.

PROGRAM ACTIVITY GOAL:

- i. The Office of Finance and Support Services will provide comprehensive fiscal and support services² to client entities through training, establishing procedures, providing technical assistance, and automating processes to enable the client to successfully administer its programs and achieve its goals and missions.

PROGRAM ACTIVITY OBJECTIVE I.1: The Office of Finance and Support Services will provide 100% of the fiscal and support services to client entities in accordance with federal/state laws and office policies and procedures while ensuring adequate internal controls over fiscal processes.

STRATEGY I.1.a: Provide management reporting, technical assistance, and training to client entities.

² Comprehensive fiscal and support services are accounting services provided to client agencies which include the areas of budget, cash disbursements, cash management, and financial reporting.

STRATEGY I.1.b: Provide and maintain written operating procedures, processes, and/or guidelines.

STRATEGY I.1.c: Increase the depth of knowledge among OFSS personnel through training and mentoring.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Number of legislative audit findings.

PROGRAM ACTIVITY GOAL:

- ii. The Office of Finance and Support Services' Budget Division will provide timely, accurate, and useful information to client-agency decision makers as it relates to budget preparation, development, and control, expenditure and revenue analysis, and contract processing and compliance.

PROGRAM ACTIVITY OBJECTIVE I.2: Maintain a 100% timely submission rate of the annual budget request, and provide 100% of the monthly summaries of budget analyses within 7 business days after the close of the fiscal month to improve communication and collaboration with client entities.

STRATEGY I.2.a: Improve processes for more automation.

STRATEGY I.2.b: Foster stronger collaboration and information exchange across the various divisions within OFSS.

STRATEGY I.2.c: Increase the depth of knowledge among OFSS personnel through training and mentoring.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Percentage of budget request documents submitted by the deadline as prescribed by the Office of Planning and Budget.
2. Output: Number of business days after the fiscal month close that the budget summaries are provided to client entities.

PROGRAM ACTIVITY GOAL:

- iii. The Office of Finance and Support Services' Cash Disbursements Division will provide timely payment services to client entities.

PROGRAM ACTIVITY OBJECTIVE I.3: Process 90% of compliant invoice and reimbursement payments³ within 5 business days of receipt for client entities.

STRATEGY I.3.a: Improve processes for more automation.

STRATEGY I.3.b: Provide technical assistance and training to client entities.

STRATEGY I.3.c: Increase the depth of knowledge among OFSS personnel through training and mentoring.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Percentage of compliant invoice and reimbursement payments paid within five business days of receipt.
2. Outcome: Percentage of non-compliant invoices and reimbursement requests received from client entities.

PROGRAM ACTIVITY GOAL:

- iv. The Office of Finance and Support Services' Cash Management Division will process invoices, deposit receipts, and classify revenues for client entities in a timely manner.

PROGRAM ACTIVITY OBJECTIVE I.4: Complete 90% of client entities' invoices by assigned due date, deposit 100% of receipts within 24 hours of collection, and classify 95% of revenue within 5 business days of deposit for client entities.

STRATEGY I.4.a: Improve processes for more automation.

³ Compliant invoice and reimbursement payments include valid vendor invoices, travel, contract, purchase order, and p-card invoices that include all required signatures, approvals, coding, and other required supporting documentation.

STRATEGY I.4.b: Provide and maintain written operating procedures, processes, and/or guidelines.

STRATEGY I.4.c: Increase the depth of knowledge among OFSS personnel through training and mentoring

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Percentage of cash, check, and money orders received and deposited within 24 hours of receipt.
2. Efficiency: Percentage of revenues classified within 5 business days of deposit.
3. Efficiency: Percentage of client entities' invoices completed by the assigned due date.

PROGRAM ACTIVITY GOAL:

- v. The Office of Finance and Support Services' Financial Reporting Division will provide accurate, meaningful, and timely financial reporting services for client entities in accordance with industry standards and state/federal requirements by collaboratively assessing their financial reporting needs and deadlines.

PROGRAM ACTIVITY OBJECTIVE I.5: Complete 100% of client entities' monthly financial reports within 20 days after the close of the fiscal month, submit 100% of the annual financial reports (AFRs)⁴ to the Office of Statewide Reporting and Accounting Policy (OSRAP) within the prescribed deadline with no audit findings, complete 100% of the quarterly reports within 30 days of the last day of the period, and complete 100% of the Cash Management Improvement Act (CMIA)⁵ reporting by the 20th of each month.

⁴ Annual Financial Reports (AFRs) consist of all schedules, notes, and other required supplementary reporting documentation.

⁵ CMIA governs how funds are transferred between the federal government and the state government for certain programs.

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STRATEGY I.5.a: Provide management reporting, technical assistance, and training to client entities.

STRATEGY I.5.b: Foster stronger collaboration and information exchange across the various divisions within OFSS.

STRATEGY I.5.c: Improve processes for more automation.

STRATEGY I.5.d: Provide and maintain written operating procedures, processes, and/or guidelines.

STRATEGY I.5.e: Increase the depth of knowledge among OFSS personnel through training and mentoring.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Percentage of CMIA reporting completed by the 20th of each month.
2. Output: Percentage of monthly financial reports prepared and reviewed within 20 days after the close of the fiscal month.
3. Output: Percentage of quarterly reports prepared and reviewed within 30 days after the last day of the period.
4. Outcome: Percentage of annual financial reports submitted to OSRAP within the prescribed deadline without audit findings.
5. Outcome: Percentage of monthly financial reports where necessary supporting documentation is not provided by client entities within the prescribed deadline.

Principal Clients: Principal clients consist of the Division of Administration and its ancillary agencies, Executive Office and various other agencies within the Executive branch that we service. Services provided include vendor payment support, financial reporting, and appropriation accounting services, budget control and purchasing oversight.

External Factors: State and Federal mandates, budgetary restrictions, technology, LaGov HCM system, employee turnover, user agency errors, and vendors.

Duplication of Effort: The Office of Finance and Support Services is an internal operation. Although there are other accounting offices throughout the State, we are the only one that provides accounting services for our client agencies.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: The Office of Finance and Support Services will provide 100% of the fiscal and support services to client entities in accordance with federal/state laws and office policies and procedures while ensuring adequate internal controls over fiscal processes.

Indicator Name: Number of major legislative audit findings

Indicator LaPAS PI Code: 22621

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The Office of Finance and Support Services (OFSS) provides comprehensive fiscal services to the Division of Administration, the Board of Elementary and Secondary Education, the Office of Group Benefits, the Office of Risk Management, the Office of Technology Services, as well as various offices and agencies within the Executive Department. The OFSS also provides services to the Louisiana Office Facilities Corporation, Louisiana Correctional Facilities Corporation and to a wide range of appropriations, programs and services funded under Schedule 20 of the General Appropriation Bill and Ancillary Appropriations. In addition, the office administers and controls the financial aspects of the Louisiana Equipment and Acquisition Fund (LEAF). OFSS is audited each year by the Legislative Auditor and is subject to review by various federal agency auditors to ensure compliance and that transactions are properly classified, recorded, and reported. These audits assist in identifying if changes may need to occur in our processes so that these comprehensive services are acceptable and effective.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will be used to reflect the effectiveness of OFSS in providing reliable comprehensive financial services to its client entities.

4. Clarity:

Upon completion of the audits, an official audit report is issued by the Auditor, identifying any weaknesses in internal controls, compliance, and financial misstatements relative to operations and financial reporting. Some weaknesses are identified as a finding in the official audit report.

5. Data Source, Collection and Reporting:

The source of the data for the performance indicator is the official audit report published by the Auditor. An official audit report is generally published annually, and reflects the period of a fiscal year.

6. Calculation Methodology:

No calculation is required for this indicator. It is a count of the number of major audit findings included in the published audit report.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

The success of this indicator can be dependent upon various external and internal factors. Because each client entity is unique in their operations, they each utilize dissimilar software that supports their needs. This requires specialized knowledge of each client entities' complex operating environment, mission, and distinct software programs. Additionally, the various divisions within OFSS rely on each other and client entities to collect the data utilized in performing services, and inaccurate or incomplete data may result in a weakness that impacts audit results.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is retrieved from the Legislative Auditor reports.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Maintain a 100% timely submission rate of the annual budget request, and provide 100% of the monthly summaries of budget analyses within 7 business days after the close of the fiscal month to improve communication and collaboration with client entities.

Indicator Name: Percentage of budget request documents submitted by the deadline as prescribed by the Office of Planning and Budget

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The OFSS Budget Division is responsible for completing budget requests for all sections and agencies under the umbrella of the Division of Administration, including the Ancillary agencies, Governor's Conferences and Interstate Compacts, and the District Attorneys and Assistant District Attorneys. It is imperative that these budget requests are completed accurately and submitted timely to the Office of Planning and Budget (OPB) and the Legislature by the statutory deadline per R.S. 39:33.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the budget staff.

4. Clarity:

R.S. 39:33 states that the budget requests are to be submitted "*...on a date specified by the commissioner of administration which date shall not be late that the fifteenth day of November in each year*". However this date is determined by the OPB and can be due as early as October dependent upon differing factors. OPB sends out a memo once a date is determined.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are internal delivery sheets that are signed when delivered to the appropriate office and a date/time stamp and external excel log kept by OPB. Since the budget request is submitted annually, the reporting frequency is once a year and is reported on a fiscal year.

6. Calculation Methodology:

In order to calculate the percentage of budget requested submitted by the deadline, the number of budget requests submitted by the OPB deadline is divided by the total number of budget requests that OFSS is responsible for.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Budget clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is maintained in the logs and verified by the date stamped from OPB.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Maintain a 100% timely submission rate of the annual budget request, and provide 100% of the monthly summaries of budget analyses within 7 business days after the close of the fiscal month to improve communication and collaboration with client entities.

Indicator Name: Number of business days after the fiscal month close that the budget summaries are provided to client entities

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a supporting output indicator.

2. Rationale, Relevance, Reliability:

The OFSS Budget Section is responsible for completing budget projections (forecasting) for all sections and agencies under the umbrella of the Division of Administration, including the Ancillary agencies. Budgeting provides a financial framework for the decision making process. Forecasting is done to inform and assist in decision making and proper reporting to executive level management. It also ensures that the budget staff and agency/section heads are working together collaboratively. Also, the budget projections allows for the budget staff to work through any errors that may result from work performed by other units within OFSS.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the budget staff.

4. Clarity:

The budget summary (Management Budget Review document) is a summary of the budget projections, from a larger file, that are completed by the budget analysts on a monthly basis. Once the documents are completed and checked by management, the budget summaries are then finalized and sent out to our clients.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are internal logs and email records. The goal is to provide this information on a monthly basis but some external and internal factors may not allow this to always be done. For instance, at the beginning of the fiscal year, projections are not completed due to the fiscal year end close, the budget not being uploaded into ISIS, and insufficient data to complete a useful and meaningful projection.

6. Calculation Methodology:

In order to calculate the number of days to send out budget summaries, a count is performed on the number of business days following the close of the fiscal month up until the day that the emails are sent out to the respective agencies.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Budget clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

The success of this indicator is dependent upon various external and internal factors. Because of the small size of staffing and the institutional knowledge that is required, staffing shortage may affect this indicator. Another factor would be special projects that require priority. Also, because the work product of the other sections within OFSS feeds into the budget, inaccuracy of this work typically slows down the budget staff. This is due to the amount of time it takes to research and understand the error and then communicate and wait for a resolution from other units.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is maintained and verified through logs and outgoing email records.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Process 90% of compliant invoice and reimbursement payments within 5 business days of receipt for client entities.

Indicator Name: Percentage of compliant invoice and reimbursement payments processed within five business days of receipt

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The OFSS Cash Disbursement Division is responsible for properly processing payments for its client entities in a timely manner. The objective is to process 90% of compliant payments within five days of receipt. This is a reliable measure to determine if prompt payment services have been provided to client entities.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the cash disbursement staff, as well as identify areas of improvement in processes to ensure compliance and effective financial support is provided to clients.

4. Clarity:

Compliant invoice and reimbursement payments include valid vendor invoices, travel reimbursement requests, contract payments, purchase order payments, and p-card invoices that include all required signatures, approvals, coding, and other required supporting documentation.

5. Data Source, Collection and Reporting:

The sources of data for this performance indicator include the final date stamp that is placed on the invoice or request by OFSS staff receiving

the documents and/or the dated transmittal sheet signed by OFSS staff upon receipt within OFSS. The internal reporting period is monthly.

6. Calculation Methodology:

The percentage of compliant payments processed within 5 days of receipt is calculated by dividing the number of compliant payments processed within 5 days of receipt by the total number of compliant payments received for the measurement period.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Cash Disbursement clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

All payments received are considered compliant until it is reviewed and found not to have all required elements necessary for processing. The 10% margin of service allows for the process of reviewing non-compliant invoices and forwarding those back to the client. There are internal and external factors that could limit the success of this indicator, such as staff shortages, the addition of new client entities, computer or network outages, or the addition of manual processes.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is maintained on the transmittal logs and verified by the date stamped on the payment documents. This data will be maintained in spreadsheets.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Process 90% of compliant invoice and reimbursement payments within 5 business days of receipt for client entities.

Indicator Name: Percentage of non-compliant invoices and reimbursement payments received from client entities

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a supporting outcome indicator.

2. Rationale, Relevance, Reliability:

The OFSS Cash Disbursement Division is responsible for properly processing payments for its client entities in a timely manner. The receipt and review of non-compliant invoices and reimbursements slows the payment turnaround time for all invoices and decreases OFSS productivity. The objective is to eliminate and/or significantly reduce the number of non-compliant invoices and reimbursements received for processing. This is a reliable measure to determine the type of goods/services that may require clarification for coding and/or which clients may need technical training or guidance on preparing its payment documents.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the cash disbursement staff, as well as identify clients that may require technical assistance.

4. Clarity:

Non-compliant invoice and reimbursement payments exclude applicable valid vendor invoices to support charges, coding, appropriate signatures, travel authorization forms, and other required supporting documentation.

5. Data Source, Collection and Reporting:

The sources of data for this performance indicator include the log of invoices and payment documents returned to the client due to non-compliance. The internal reporting period is monthly.

6. Calculation Methodology:

The percentage of non-compliant payments received by clients is calculated by dividing the number of non-compliant payments received by the total number of payments received for the measurement period.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Cash Disbursement clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is compiled and maintained in spreadsheets.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Complete 90% of client entities' invoices by assigned due date, deposit 100% of receipts within 24 hours of collection, and classify 95% of revenue within 5 business days of deposit for client entities.

Indicator Name: Percentage of cash, checks, and money orders received and deposited within 24 hours of receipt

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The OFSS Cash Management Division is responsible for receiving, depositing, and classifying receipts and revenue for its client entities. Article VII, §9 of the Louisiana Constitution requires that *"all monies received by the State or by any state board, agency or commission shall be deposited in the state treasury immediately upon receipt"*.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the Cash Management staff, and identify processes that require review and modification to ensure compliance with State law and prompt and effective client service.

4. Clarity:

The Control Agencies Policies and Procedures Manual §4.2.1 states that *"immediately"*, as used in the Louisiana Constitution, Article VII §9, is generally defined as within 24 hours of receipt.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are internal logs maintained by OFSS staff on a daily basis that record the date each receipt is received within OFSS. Additionally, a copy of each deposit is maintained and logged by OFSS and the treasury; and the actual deposit

date is recorded by the treasury in ISIS. The internal reporting period is monthly.

6. Calculation Methodology:

In order to calculate the percentage of receipts deposited into treasury within 24 hours of receipt, the total number of receipts deposited within 24 hours is divided by the total number of receipts received for the measurement period.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Cash Management clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

If a receipt is received after the treasury deadline on the last business day of the week, the receipt cannot be deposited until the next business day, which will be 48 hours at a minimum.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is maintained in the logs at OFSS and treasury; and is verified by the date of deposit entered in ISIS by the treasury.

10. Responsible Person:

The Director of the Cash Management Division is responsible for this data. However, in the absence of a Director, the Deputy Undersecretary will be responsible.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Complete 90% of client entities' invoices by assigned due date, deposit 100% of receipts within 24 hours of collection, and classify 95% of revenue within 5 business days of deposit for client entities.

Indicator Name: Percentage of revenues classified within 5 business days of deposit

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general performance information efficiency indicator.

2. Rationale, Relevance, Reliability:

The OFSS client entities depend on monies collected for the funding of their operations. Monies deposited are not available to warrant for agency use until the classifications for the deposits are entered and approved in ISIS.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the Cash Management staff, and identify processes that require review and modification to ensure effective cash management services to client entities.

4. Clarity:

Classification of revenues occurs after the deposit is made. The classification process moves the monies from a suspense status into the client entities' specific means of financing, making the monies available for use.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator are internal logs maintained by OFSS staff on a daily basis that record the date each receipt is received and the date each associated deposit is classified in ISIS. The date of last activity for each deposit is internally recorded in

ISIS identifying the last date any portion of the deposit was classified, whether there remains any unclassified balance or not. The internal reporting period is monthly.

6. Calculation Methodology:

In order to calculate the percentage of deposits classified within 5 business days of deposit, the number of deposits that are fully classified within 5 business days are divided by the total number of deposits for the measurement period.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Cash Management clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

Since the measurement period is a calendar month, there is a limitation to this indicator as it includes in the measurement, 5 days beyond the last day of each month. Therefore, the last 5 days of each month must be excluded from the current month measurement period and added to the following month. There are internal and external factors that could limit the success of this indicator, such as staff shortages, the addition of new client entities, computer or network outages, or the addition of manual processes.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is maintained in the logs at OFSS and internally recorded in ISIS.

10. Responsible Person:

The Director of the Cash Management Division is responsible for this data. However, in the absence of a Director, the Deputy Undersecretary will be responsible.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Complete 90% of client entities' invoices by assigned due date, deposit 100% of receipts within 24 hours of collection, and classify 95% of revenue within 5 business days of deposit for client entities.

Indicator Name: Percentage of client entities' invoices completed by the assigned due date

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general performance information efficiency indicator.

2. Rationale, Relevance, Reliability:

The OFSS client entities must receive timely revenue from their customers to be able to fulfill their mission and goals. The first necessary step to achieve this is in the billing of invoices to customers. The OFSS Cash Management Division prepares and processes these client invoices.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the Cash Management staff, and identify processes that require review and modification to ensure effective cash management services to client entities.

4. Clarity:

The term "due date" is not specific to a specific date. Each of the OFSS client entities has unique operating environments, providing a very distinctive service to its customers. Therefore, all invoices are not consistent in appearance, frequency, or software system utilized for preparation. Additionally, the timing of when the invoices must be prepared and completed will vary among each client, and the due date of each annual, quarterly, and monthly invoice may vary from one period to another.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are internal logs maintained by OFSS, as well as the various software systems utilized for preparing and generating the invoices and client emails establishing due dates. The software systems utilized include Sage MAS-90, Office of Group Benefits (OGB) Impact System, and QuickBooks. The internal reporting period is monthly.

6. Calculation Methodology:

In order to calculate the percentage of client invoices prepared by the due date, the number of invoices processed by the due date is divided by the total number of invoices to be prepared for the measurement period.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Cash Management clients are not just Division of Administration entities. This indicator will be tracked by client then aggregated into a total for the measurement period; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

One limitation for this indicator is that the “due date” is not specific or static among each client and each measurement period. There are internal and external factors that could limit the success of this indicator, such as staff shortages, increased customer base for each client, the addition of new client entities, computer or network outages, or the addition of manual processes.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the system data and logs are maintained in the logs at OFSS, data files are maintained in the Impact system that support the posting date for the OGB invoices, and logs are maintained for other agencies of invoicing dates.

10. Responsible Person:

The Director of the Cash Management Division is responsible for this data. However, in the absence of a Director, the Deputy Undersecretary will be responsible.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Complete 100% of client entities' monthly financial reports within 20 days after the close of the fiscal month, submit 100% of the annual financial reports (AFRs) to the Office of Statewide Reporting and Accounting Policy (OSRAP) within the prescribed deadline with no audit findings, complete 100% of the quarterly reports within 30 days of the last day of the period, and complete 100% of the Cash Management Improvement Act (CMIA) reporting by the 20th of each month.

Indicator Name: Percentage of CMIA reporting completed by the 20th of each month

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

In accordance with the Cash Management Improvement Act, the timing of drawing federal funds in relation to the timing of the actual expenditures are outlined and the specified clearance pattern must be adhered to. Additionally, the federal government requires that a monthly report of the funds drawn, etc. must be submitted. OFSS prepares and submits this report for the client entities that receive federal funds. This indicator ensures fiscal accountability and compliance with mandated federal and state regulations related to the reporting requirements of the Cash Management Improvement Act regarding the receipt of federal funds.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the Financial Reporting staff, and identify processes that require review and modification to ensure effective and compliant reporting services to client entities.

4. Clarity:

CMIA – Cash Management Improvement Act – provides the general rules and procedures for the efficient transfer of funds for federal financial assistance programs between the federal government and the states.

5. Data Source, Collection and Reporting:

CMIA reporting is the accounting system for the state and the federal funds tracking system. The data for completing the CMIA reporting is collected daily and reported monthly. The data is reported within 20 days following the end of the calendar month, and compliance can be monitored monthly by the date the report is identified as completed. The internal reporting period and submission of reporting the data is annually.

6. Calculation Methodology:

In order to calculate the percentage of CMIA reports completed by the 20th of each month is the number of monthly CMIA reports completed by the 20th of the month divided by the total number of monthly CMIA reports completed for the annual measurement period.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Financial Reporting clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the accuracy of the data is the accounting system for the state and the federal funds tracking system that supports items disclosed on the CMIA reports. The reported data is maintained through the states' Office of Technology Services policies and procedures regarding routine system back-up and data integrity that will ensure the data is verifiable in the future.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Complete 100% of client entities' monthly financial reports within 20 days after the close of the fiscal month, submit 100% of the annual financial reports (AFRs) to the Office of Statewide Reporting and Accounting Policy (OSRAP) within the prescribed deadline with no audit findings, complete 100% of the quarterly reports within 30 days of the last day of the period, and complete 100% of the Cash Management Improvement Act (CMIA) reporting by the 20th of each month.

Indicator Name: Percentage of monthly financial reports prepared and reviewed within 20 days after the close of the fiscal month

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a supporting output indicator.

2. Rationale, Relevance, Reliability:

Upon the close of each fiscal month, executive management of the OFSS client entities rely on the monthly financial reports to make business decisions to ensure they meet their mission and goals in an efficient manner. This indicator ensures efficient and effective financial services to client entities.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the Financial Reporting staff, and identify processes that require review and modification to ensure effective financial and support services to client entities.

4. Clarity:

Monthly financial reports capture various financial data for each fiscal month in a format agreed upon by the client entity. The close of the fiscal month for all months, except June, is the third business day after the last day of the previous month.

5. Data Source, Collection and Reporting:

The source of the data for completing the monthly financial reports varies by client entity. All clients' financial data is captured in ISIS, the state's accounting system; however, much of the data for some of the clients is also collected in side systems that interface with ISIS or must be manually uploaded or entered into ISIS. All data can be verified within ISIS. Internal logs are maintained to verify the date of completion and the report date and email date verifies the date of report issuance. The reports are issued electronically via email. The internal reporting period is monthly.

6. Calculation Methodology:

In order to calculate the percentage of monthly financial reports prepared and reviewed within 20 days after the close of the fiscal month, the number of client monthly financial reports completed and reviewed within 20 days after the close of the fiscal month is divided by the total number of client monthly financial reports prepared and reviewed.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Financial Reporting clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

There are internal and external factors that could limit the success of this indicator, such as staff shortages, the addition of new client entities, computer or network outages, the addition of manual processes, or not receiving required information needed from client entities.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the accuracy of the data is the accounting system for the state. The reported data is maintained through the states' Office of Technology Services policies and procedures regarding routine system back-up and data integrity that will ensure the data is verifiable in the future.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Complete 100% of client entities' monthly financial reports within 20 days after the close of the fiscal month, submit 100% of the annual financial reports (AFRs) to the Office of Statewide Reporting and Accounting Policy (OSRAP) within the prescribed deadline with no audit findings, complete 100% of the quarterly reports within 30 days of the last day of the period, and complete 100% of the Cash Management Improvement Act (CMIA) reporting by the 20th of each month.

Indicator Name: Percentage of quarterly reports prepared and reviewed within 30 days after the last day of the period

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key output indicator.

2. Rationale, Relevance, Reliability:

Upon the close of each fiscal month, executive management of the OFSS client entities rely on the quarterly reports to ensure compliance with federal and state regulations. This indicator ensures fiscal accountability with providing efficient and effective support services to client entities.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the Financial Reporting staff, and identify processes that require review and modification to ensure effective financial and support services to client entities.

4. Clarity:

The 1st quarter begins with the calendar month of July.

5. Data Source, Collection and Reporting:

The source of the data for completing the quarterly reports is ISIS, the state's accounting system, and the federal funds tracking system. The data is collected daily and reported quarterly. All data can be verified

within ISIS and the federal funds tracking system. Internal logs are maintained to verify the date of completion and the report date and email date verifies the date of report issuance. The reports are issued electronically via email. The internal reporting period is annually.

6. Calculation Methodology:

In order to calculate the percentage of quarterly reports prepared and reviewed within 30 days after the last day of the period, the number of quarterly reports completed and reviewed within 30 days after the last day of the period is divided by the total number of required quarterly reports prepared and reviewed.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Financial Reporting clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

There are internal and external factors that could limit the success of this indicator, such as staff shortages or computer or network outages.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the accuracy of the data is the accounting system for the state and the federal funds tracking system. The reported data is maintained through the states' Office of Technology Services policies and procedures regarding routine system back-up and data integrity that will ensure the data is verifiable in the future.

10. Responsible Person:

Charlotte Hawkins, CPA
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Office of Finance and Support Services
225-342-5277 (phone)
225-342-4231 (fax)
Charlotte.Hawkins@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Complete 100% of client entities' monthly financial reports within 20 days after the close of the fiscal month, submit 100% of the annual financial reports (AFRs) to the Office of Statewide Reporting and Accounting Policy (OSRAP) within the prescribed deadline with no audit findings, complete 100% of the quarterly reports within 30 days of the last day of the period, and complete 100% of the Cash Management Improvement Act (CMIA) reporting by the 20th of each month.

Indicator Name: Percentage of annual financial reports submitted to OSRAP within the prescribed deadline without audit findings

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

Upon the close of each fiscal year, an annual financial report for each client entity must be prepared in accordance Generally Accepted Accounting Principles (GAAP) and standards set by the Governmental Accounting Standards Board (GASB), and submitted to the Office of Statewide Reporting and Accounting Policy (OSRAP) by a prescribed deadline. This indicator ensures fiscal accountability with providing efficient and effective financial services to client entities.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the Financial Reporting staff, and identify processes that require review and modification to ensure effective financial and support services to client entities.

4. Clarity:

The fiscal year encompasses the period beginning July 1st through June 30th of each year. The Office of Statewide Reporting and Accounting Policy (OSRAP) is a control agency established within the Division of Administration to establish accounting policy for the state, prepare and

publish the Comprehensive Annual Financial Report (CAFR) of the State of Louisiana, the Popular Annual Financial Report (PAFR), Statewide Indirect Cost Allocation Plan (SWICAP) and other statewide reports, interim reports to the Federal government, and other reporting as mandated by the Commissioner of Administration.

5. Data Source, Collection and Reporting:

The source of the data for completing the annual financial reports is ISIS, the state's accounting system. The data is collected daily as accounting entries are recorded in the system, and reported annually on a state fiscal year basis. All data can be verified within ISIS and supplemental schedules. The source for tracking this indicator will include the date that the reports are due as defined by OSRAP, the date the report is submitted to OSRAP and the number of major legislative audit findings, which is collected in another performance indicator for OFSS. Each of these fragmented dates is tracked separately through an internal log. The internal reporting period is annually.

6. Calculation Methodology:

In order to calculate the percentage of annual financial reports submitted to OSRAP within the prescribed deadline without any major legislative audit findings, the number of annual financial reports submitted to OSRAP within the prescribed deadline with no audit findings is divided by the total number of annual financial reports submitted to OSRAP for the fiscal year. This calculation cannot be completed until after the annual audit is complete and the CAFR is issued.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Financial Reporting clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

There are internal and external factors that could limit the success of this indicator, such as staff shortages, computer or network outages,

erroneous data within ISIS, or erroneous data provided by client entities.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the accuracy of the data is dependent upon the accounting system for the state and maintained in an internal log. OSRAP tracks the date the annual financial reports are received and the annual audit of the client entities and OFSS supports the number of audit findings reported.

10. Responsible Person:

Charlotte Hawkins, CPA
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Office of Finance and Support Services
225-342-5277 (phone)
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Charlotte.Hawkins@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Finance and Support Services

Objective: Complete 100% of client entities' monthly financial reports within 20 days after the close of the fiscal month, submit 100% of the annual financial reports (AFRs) to the Office of Statewide Reporting and Accounting Policy (OSRAP) within the prescribed deadline with no audit findings, complete 100% of the quarterly reports within 30 days of the last day of the period, and complete 100% of the Cash Management Improvement Act (CMIA) reporting by the 20th of each month.

Indicator Name: Percentage of monthly financial reports where necessary supporting documentation is not provided by client entities within prescribed deadline

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general performance information outcome indicator.

2. Rationale, Relevance, Reliability:

The OFSS Financial Reporting Division is responsible for providing monthly financial reports to client entities in a timely manner. As most of the financial information is in the state's accounting system and side systems, some of the information needed to complete the reports must be obtained directly from the client entities. This indicator is a reliable measure to determine which client entities may need technical assistance or training, so that they can receive their monthly financial reports in a timely manner. This indicator ensures fiscal accountability with providing efficient and effective financial services to client entities, and provides supplemental information regarding untimely monthly financial reports.

3. Use:

The performance indicator will be used for internal management and staff evaluating purposes. This indicator will reflect the effectiveness and efficiency of the Financial Reporting staff, and identify clients that may require additional training or support.

4. Clarity:

None.

5. Data Source, Collection and Reporting:

The source of the data for this indicator is an internal log maintained for each client monthly financial report. As the necessary information is transmitted via email, that serves as validation to support the internal log. The internal reporting period is monthly.

6. Calculation Methodology:

In order to calculate the percentage of monthly financial reports where necessary supporting documentation is not provided by client entities within prescribed deadline, the number of monthly financial reports where necessary supporting documentation is not provided by client entities within 3 business days following month end is divided by the total number of monthly financial reports prepared.

7. Scope:

While this indicator does not provide a measure for all agencies statewide, the OFSS Financial Reporting clients are not just Division of Administration entities; therefore, this indicator is an aggregate of all of the clients that we currently serve.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the accuracy of the data is verifiable through the internal logs and emails between OFSS Financial Reporting staff and client entities.

10. Responsible Person:

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Office of Finance and Support Services
225-342-5277 (phone)
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Charlotte.Hawkins@la.gov

PROGRAM ACTIVITY: OFFICE OF STATE UNIFORM PAYROLL

The Office of State Uniform Payroll (OSUP) has the primary responsibility of implementing and maintaining requirements for the centralized, statewide payroll system (LaGov HCM) and provides payroll services to Executive branch agencies paid through this payroll system. The OSUP staff coordinates efforts to ensure accurate and timely payments to employees and vendors, expedite payroll payable liquidation, establish, maintain and monitor all statewide actions associated with garnished wages, and assist agency personnel with all phases of the payroll process. The OSUP keeps agencies apprised of information pertaining to payroll processing and issues directives and policies via OSUP Memoranda and Promulgation of Rules in Title 4 of the Louisiana Administrative Code.

PROGRAM ACTIVITY MISSION:

- i. To administer and facilitate payroll services in a timely, accurate and professional manner.
- ii. To give quality service to agencies and vendors on the LaGov HCM system in accordance with executive policy and federal and state mandates.

PROGRAM ACTIVITY GOAL:

- i. The Office of State Uniform Payroll will provide effective centralized payroll processing services that affect transparent and accountable payroll practices.

PROGRAM ACTIVITY OBJECTIVE I.1: The Office of State Uniform Payroll will provide 100% of key production services⁶ to employees and vendors serviced through the LaGov Human Capital Management (HCM) Payroll System on time and in accordance with federal/state laws and office policies and procedures.

⁶ Key production services are payroll payable services provided to OSUP clientele which include the areas of employee and benefit compensation, wage and tax reporting and payments, and garnishment processing and payments.

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STRATEGY I.1.a: Benefits and Financial Administration Unit (BFA) will complete the key production services related to Financial Services and Payment Processing.

STRATEGY I.1.b: Benefits and Financial Administration Unit (BFA) will complete the key production services related to Employee Payroll Benefits Administration.

STRATEGY I.1.c: Garnishment Administration Unit (GA) will complete the key production services related to Garnishment Processing/Payments.

STRATEGY I.1.d: Garnishment Administration Unit (GA) will complete the key production services related to Wage Recoupment Processing.

STRATEGY I.1.e: Wage and Tax Administration Unit (WTA) will complete the key production services related to Wage, Tax, and Retirement Reporting.

STRATEGY I.1.f: Wage and Tax Administration Unit (WTA) will complete the key production services related to Statutory Wage and Tax Vendor Payments.

STRATEGY I.1.g: OSUP will complete the key production services related to Advisory Services

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Input: Number of key production services to be provided on time annually (includes payroll payments, garnishment documents, garnishment calls, federal/state tax and retirement reporting documents)
2. Output: Number of key production services provided on time (includes payroll payments, garnishment documents, garnishment calls, federal/state tax and retirement reporting documents)

3. Outcome: Percentage of key production services provided on time (includes payroll payments, garnishment documents, garnishment calls, federal/state tax and retirement reporting documents)

Principal Clients: All Louisiana departments, agencies, boards and commissioner which use the LaGov HCM system for processing. External clients include any vendors servicing user agencies and their employees for payroll withholdings and garnishment vendors and/or plaintiffs.

External Factors: State and Federal mandates, technology, LaGov HCM system, employee turnover, user agency personnel, user requirements and vendors.

Duplication of Effort: While “payroll” is a function of every entity within state government, the utilization of Accounting Financial System (AFS) agencies on the LaGov HCM system distinguishes this office’s function from all other offices which provide payroll services. As our office name, Office of State Uniform Payroll, suggests, we provide “uniform” payroll services for AFS statewide agencies that are paid through the LaGov HCM system. We are a central control office responsible for processing payroll payables, payroll accounting functions, centralized garnishment processing, and centralized tax reporting/payments. We also provide policy directives to user agencies.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of State Uniform Payroll - Centralized Payroll Services

Objective: OSUP will provide key production services to employees and vendors serviced through the LaGov Human Capital Management (HCM) Payroll System on time and in accordance with federal/state laws and office policies/procedures.

Indicator Name: Number of key production services to be provided on time annually

Indicator LaPAS PI Code: New

1. Type and Level:

This is a general performance information input indicator.

2. Rationale, Relevance, Reliability:

This indicator provides the total key production services provided for clientele as well as processing mandated by federal/state laws. It reflects the volume of activity required from OSUP, and it is reliable.

3. Use:

Management will use the indicator, internally only, to assess the strengths and weaknesses of meeting the current and future needs and expectations of clientele; to determine the need for system enhancements and staffing requirements; and to identify potential problems.

4. Clarity:

Key production services are payroll payable services provided to OSUP clientele which include the areas of employee and benefit compensation, wage and tax reporting and payments, and garnishment processing and payments.

5. Data Source, Collection and Reporting:

The source is the documentation for each production service at the time provided which is collected from the LaGov HCM System. The source is dependent upon the accuracy of the data obtained from the LaGov HCM

system. The frequency is each cycle for which a key production service is provided. This cycle could be daily, weekly, biweekly, monthly, quarterly or yearly depending on the key production service being provided. The data can be obtained from the system at any time, and is reported real time at the time of collection.

6. Calculation Methodology:

Input is determined by the number of times a process is provided depending on the key production service (e.g. the number of times a payment is made to a particular vendor). This is a standard calculation.

7. Scope:

The indicator is an aggregate figure based on the total number of key production services.

8. Caveats:

Yes. Limitations include processing application downtime, printers, LaGov HCM system, dedicated transmission lines, OSUP employee turnover, OTS programming staff and natural disasters.

9. Accuracy, Maintenance, Support:

Neither the indicator nor the performance data have been audited by the LLA. The evidence is supported by data obtained from the LaGov HCM system reports, federal/state laws, and internal policies. OSUP continually monitors changes to processing deadlines as federal/state laws change. Internal policies and procedures are updated accordingly.

10. Responsible Person: Each program unit within OSUP is responsible.

Each manager can be contacted as follows:

- Rhonda Desselle, Wage and Tax Administration Manager, 225-219-0338, rhonda.desselle@la.gov
- Paula Rotolo, Benefits and Financial Administration Manager, 225-342-5337, paula.rotolo@la.gov
- Cynthia Spann, Garnishment Administration Manager, 225-219-9466, cynthia.spann@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of State Uniform Payroll - Centralized Payroll Services

Objective: OSUP will provide key production services to employees and vendors serviced through the LaGov Human Capital Management (HCM) Payroll System on time and in accordance with federal/state laws and office policies/procedures.

Indicator Name: Number of key production services provided on time

Indicator LaPAS PI Code: New

1. Type and Level:

This is a general performance information output indicator.

2. Rationale, Relevance, Reliability:

This indicator provides the total number of key production services that were actually provided to clientele timely. It reflects the effectiveness and efficiency of OSUP processing according to state/federal laws, and it is reliable.

3. Use:

Management will use the indicator, internally only, to assess the strengths and weaknesses of meeting the current and future needs and expectations of clientele; to determine the need for system enhancements and staffing requirements; and to identify potential problems.

4. Clarity:

Key production services are payroll payable services provided to OSUP clientele which include the areas of employee and benefit compensation, wage and tax reporting and payments, and garnishment processing and payments.

5. Data Source, Collection and Reporting:

The source is the documentation for each production service at the time provided which is collected from the LaGov HCM System. The source is dependent upon the accuracy of the data obtained from the LaGov HCM

system. The frequency is each cycle for which a key production service is provided. This cycle could be daily, weekly, biweekly, monthly, quarterly or yearly depending on the key production service being provided. The data can be obtained from the system at any time, and is reported real time at the time of collection. Outliers are manually documented by each program unit (e.g. production services not provided timely).

6. Calculation Methodology:

Output is determined by counting the number of key production services (e.g. the number of times a payment is made to a particular vendor) actually provided timely. This is a standard calculation.

7. Scope:

The indicator is an aggregate figure based on the total number of key production services provided timely.

8. Caveats:

Yes. Limitations include processing application downtime, printers, LaGov HCM system, dedicated transmission lines, OSUP employee turnover, OTS programming staff and natural disasters.

9. Accuracy, Maintenance, Support:

Neither the indicator nor the performance data have been audited by the LLA. The evidence is supported by data obtained from the LaGov HCM system reports, federal/state laws, and internal policies. OSUP continually monitors changes to processing deadlines as federal/state laws change. Internal policies and procedures are updated accordingly.

10. Responsible Person: Each program unit within OSUP is responsible. Each manager can be contacted as follows:

- Rhonda Desselle, Wage and Tax Administration Manager, 225-219-0338, rhonda.desselle@la.gov
- Paula Rotolo, Benefits and Financial Administration Manager, 225-342-5337, paula.rotolo@la.gov
- Cynthia Spann, Garnishment Administration Manager, 225-219-9466, cynthia.spann@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of State Uniform Payroll - Centralized Payroll Services

Objective: OSUP will provide key production services to employees and vendors serviced through the LaGov Human Capital Management (HCM) Payroll System on time and in accordance with federal/state laws and office policies/procedures.

Indicator Name: Percentage of key production services provided on time

Indicator LaPAS PI Code: New

1. Type and Level:

This is a key outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator provides the percentage of key production services that were actually provided to clientele timely. It reflects the effectiveness and efficiency of OSUP processing according to state/federal laws, and it is reliable.

3. Use:

Management will use the indicator, internally only, to assess the strengths and weaknesses of meeting the current and future needs and expectations of clientele; to determine the need for system enhancements and staffing requirements; and to identify potential problems.

4. Clarity:

Key production services are payroll payable services provided to OSUP clientele which include the areas of employee and benefit compensation, wage and tax reporting and payments, and garnishment processing and payments.

5. Data Source, Collection and Reporting:

The source is the documentation for each production service at the time provided which is collected from the LaGov HCM System. The source is dependent upon the accuracy of the data obtained from the LaGov HCM

system. The frequency is each cycle for which a key production service is provided. This cycle could be daily, weekly, biweekly, monthly, quarterly or yearly depending on the key production service being provided. The data can be obtained from the system at any time, and is reported real time at the time of collection. Outliers are manually documented by each program unit (e.g. production services not provided timely).

6. Calculation Methodology:

Outcome is the percentage of key production services to be provided (input) compared to the number of key production services actually provided (output). This is the standard calculation.

7. Scope:

The indicator is an aggregate figure based on the total number of key production services provided timely.

8. Caveats:

Yes. Limitations include processing application downtime, printers, LaGov HCM system, dedicated transmission lines, OSUP employee turnover, OTS programming staff and natural disasters.

9. Accuracy, Maintenance, Support:

Neither the indicator nor the performance data have been audited by the LLA. The evidence is supported by data obtained from the LaGov HCM system reports, federal/state laws, and internal policies. OSUP continually monitors changes to processing deadlines as federal/state laws change. Internal policies and procedures are updated accordingly.

10. Responsible Person: Each program unit within OSUP is responsible. Each manager can be contacted as follows:

- Rhonda Desselle, Wage and Tax Administration Manager, 225-219-0338, rhonda.desselle@la.gov
- Paula Rotolo, Benefits and Financial Administration Manager, 225-342-5337, paula.rotolo@la.gov
- Cynthia Spann, Garnishment Administration Manager, 225-219-9466, cynthia.spann@la.gov

PROGRAM ACTIVITY: OFFICE OF STATEWIDE REPORTING AND ACCOUNTING POLICY

The Office of Statewide Reporting and Accounting Policy (OSRAP) is both a service entity and a statewide control entity within the Division of Administration that sets accounting policy for state agencies within the state reporting entity. The office has two sections: the Financial Management Reporting Section and the Financial Systems Section. The Financial Management and Reporting Section has primary responsibility for financial reporting services including preparation of the State's Comprehensive Annual Financial Report (CAFR)⁷ in accordance with Generally Accepted Accounting Principles (GAAP) and the Popular Annual Financial Report (PAFR), preparation of interim financial reports as required, and the negotiation of the Statewide Cost Allocation Plan. The Financial Systems Section has responsibility for statewide accounting services and control functions including maintaining data structure in the uniform state accounting system; processing/approving transfers, payments, and budgetary transactions in the uniform state accounting system; maintaining the statewide vendor file; and maintaining the Cash Management Improvement Act (CMIA) agreement with the federal government. Because OSRAP serves numerous state agencies and reports on information submitted by these agencies, accurate financial reporting requires the development, establishment and continuous communication of statewide accounting policies and procedures.

PROGRAM ACTIVITY MISSION:

- i. The mission of the Office of Statewide Reporting and Accounting Policy is to ensure general fiscal accountability of state government by maintaining a uniform system of accounting that demonstrates compliance with the legally adopted budget and other finance-related legal and contractual provisions and by providing useful, timely, and reliable financial information to Louisiana's citizenry, government officials, and other stakeholders. OSRAP also provides critical services that support the fiscal operations of state department and agencies including transaction and payment processing; vendor control and reporting; and the preparation and negotiation of the Statewide Indirect Cost Allocation Plan.

⁷ The CAFR is the state's official annual report of all financial activity.

PROGRAM ACTIVITY GOAL:

- i. The Office of Statewide Reporting and Accounting Policy will provide accurate and timely financial information through the CAFR to the legislature and the citizens of Louisiana.

PROGRAM ACTIVITY OBJECTIVE I.1: The Office of Statewide Reporting and Accounting Policy will report critical financial information in a timely manner.

STRATEGY I.1: Maximize the use of automation in compiling the CAFR.

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Output: Number of days the CAFR is published prior to the statutory deadline (December 31) provided in R.S 39:80

PROGRAM ACTIVITY OBJECTIVE I.2: The Office of Statewide Reporting and Accounting Policy will accurately report critical financial information.

STRATEGY I.2.a: Maximize the use of automation in compiling the CAFR, the Schedule of Expenditures of Federal Awards (SEFA), and the Quarterly Accounts Receivable Report to reduce the risk of error associated with manual compilation processes.

STRATEGY I.2.b: Maintain a continuous and robust line of communication with the agencies reporting in the CAFR to ensure accurate submissions of financial information and compliance with established accounting policy.

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Outcome: Receipt of an unmodified audit opinion.
- ii. The Office of Statewide Reporting and Accounting Policy will maintain a uniform system of accounting for all state agencies to ensure compliance with the legally adopted budget and

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other legal covenants and to prevent the fraudulent expenditure of public funds.

PROGRAM ACTIVITY OBJECTIVE I.2: The Office of Statewide Reporting and Accounting Policy will timely process/approve transactions in the uniform state accounting system.

STRATEGY I.2.a: Increase efforts to communicate to user agencies OSRAP's policies and procedures for transaction approvals.

STRATEGY I.2.b: Develop, implement, and monitor an internal training program to communicate OSRAP's 3-day turnaround policy for transaction approvals.

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Outcome: Percentage of transactions processed within 3 days

PROGRAM ACTIVITY OBJECTIVE I.3: The Office of Statewide Reporting and Accounting Policy will timely add/modify/delete vendor records in the uniform state accounting system.

STRATEGY I.3: Develop, implement, and monitor an internal training program to communicate OSRAP's policy for the timely completion of vendor file modifications.

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Outcome: Percentage of vendor file modifications processed the same day

PROGRAM ACTIVITY OBJECTIVE I.4: The Office of Statewide Reporting and Accounting Policy will timely process system structure modifications.

STRATEGY I.4.a: Increase efforts to communicate to user agencies OSRAP's policies and procedures for requesting structure modifications.

STRATEGY I.4.b: Develop, implement, and monitor an internal training program to communicate OSRAP's policy for timely modifications to structure.

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Percentage of structure modifications processed within 2 days
- iii. The Office of Statewide Reporting and Accounting Policy will develop, establish, and communicate statewide accounting policies and procedures.

PROGRAM ACTIVITY OBJECTIVE I.5: The Office of Statewide Reporting and Accounting Policy will timely resolve complex accounting research issues and questions on the application and implementation of established statewide accounting policies.

STRATEGY I.5.a: Implement an internal training program to ensure that OSRAP staff is knowledgeable and competent with regard to statewide accounting policies.

STRATEGY I.5.b: Implement an outreach program to stay abreast of changing needs and operations of user agencies and to proactively address emerging issues.

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Outcome: Percentage of policy research/assistance issues resolved the same day

Principal Clients: Principal clients consist of any entity that meets the requirements for inclusion in the reporting entity by GASB Statement 14⁸, the commissioner of administration as well as the legislature, bond rating agencies⁹, bond holders, and underwriters¹⁰.

⁸ The GASB Statement 14 establishes standards for defining and reporting on the financial reporting entity and reporting participation in joint ventures.

⁹ A bond rating agency is a company that rates the ability of the state/local government to repay bonds, long-term loans. The rating of a rating agency is important because it determines the interest rate that is charged on the bonds. This is because interest rates on state/local government bonds are not the same for all state/local governments, but instead are based on the ability of the state/local government to pay bondholders.

External Factors: External factors that could have an impact are additional legislative or administrative mandates without the provision of adequate resources, lack of funding, additional governmental accounting standards established by the GASB, and untimely receipt of reports from agencies.

Duplication of Effort: No other state agency or department performs the tasks or exercises the control on a statewide basis that the Office of Statewide Reporting and Accounting Policy does. For this reason, there is no duplication of effort.

¹⁰ The underwriter is the holder of bonds issued by a government or corporation.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Statewide Reporting and Accountability Policy

Objective: The Office of Statewide Reporting and Accounting Policy will report critical financial information in a timely manner.

Indicator Name: Number of days the CAFR is published prior to the statutory deadline (December 31) provided in R.S 39:80

Indicator LaPAS PI Code: New

1. Type and Level:

This is a key output indicator.

2. Rationale, Relevance, Reliability:

Financial reports should be provided to users in a timely manner.

3. Use:

The indicator is predominately for outside use for the stakeholders; however, it will be used to drive our effort in achieving the outcome.

4. Clarity:

The metric clearly identifies what's being measured and is easily understandable.

5. Data Source, Collection and Reporting:

The data source for this performance indicator will be the date the CAFR was published on OSRAP's website.

6. Calculation Methodology:

There is no calculation methodology.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

The weakness of this performance indicator is that the detailed data must be received from the agencies timely in order to complete the CAFR by the statutory deadline.

9. Accuracy, Maintenance, Support:

The published date for the CAFR will be logged from the audit log that shows updates to OSRAP's website.

10. Responsible Person:

The Director of OSRAP will be the contact for questions and can be reached at (225) 342-0708.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Statewide Reporting and Accountability Policy

Objective: The Office of Statewide Reporting and Accounting Policy will accurately report critical financial information.

Indicator Name: Receipt of an unmodified audit opinion

Indicator LaPAS PI Code: New

1. Type and Level:

This is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The CAFR must be completed accurately.

3. Use:

The indicator is predominately for outside use for the stakeholders; however, it will be used to drive our effort in achieving the outcome.

4. Clarity:

The metric clearly identifies what's being measured and is easily understandable.

5. Data Source, Collection and Reporting:

The data source for this performance indicator is the opinion paragraph in the Louisiana Legislative Auditor's report.

6. Calculation Methodology:

There is no calculation methodology.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

The weakness of this performance indicator is that the accuracy of the CAFR is dependent on the accuracy of the detailed data submitted by the state agencies.

9. Accuracy, Maintenance, Support:

Not applicable.

10. Responsible Person:

The Director of OSRAP will be the contact for questions and can be reached at (225) 342-0708.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Statewide Reporting and Accountability Policy

Objective: The Office of Statewide Reporting and Accounting Policy will timely process/approve transactions in the uniform state accounting system.

Indicator Name: Percentage of transactions processed within 3 days

Indicator LaPAS PI Code: New

1. Type and Level:

This is a key outcome indicator.

2. Rationale, Relevance, Reliability:

To best serve user agencies, transactions should be processed and approved timely.

3. Use:

The indicator is strictly for the use of management internally to assess productivity of the section and to make improvements where needed.

4. Clarity:

The metric clearly identifies what's being measured and is easily understandable.

5. Data Source, Collection and Reporting:

Data will be obtained from the ALOG table in AFS.

6. Calculation Methodology:

Each month, the total number transactions that were processed within 3 business days or less will be divided by the total transactions during the month.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

The ALOG table is an audit log of the activity occurring in AFS. OSRAP does not have the ability to change data on this table.

10. Responsible Person:

The Director of OSRAP will be the contact for questions and can be reached at (225) 342-0708.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Statewide Reporting and Accountability Policy

Objective: The Office of Statewide Reporting and Accounting Policy will timely add/modify/delete vendor records in the uniform state accounting system.

Indicator Name: Percentage of vendor file modifications processed the same day

Indicator LaPAS PI Code: New

1. Type and Level:

This is a key outcome indicator.

2. Rationale, Relevance, Reliability:

To best serve user agencies, vendor file changes should be processed and approved timely.

3. Use:

The indicator is strictly for the use of management internally to assess productivity of the section and to make improvements where needed.

4. Clarity:

The metric clearly identifies what's being measured and is easily understandable.

5. Data Source, Collection and Reporting:

The timeliness of vendor file changes will be maintained in the Remedy Issues Management software.

6. Calculation Methodology:

Each month, the number of vendor file changes processed on the same day as the request will be divided by the total vendor files change requests during the month.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

The accuracy of the data relies on the individuals in charge of completing the vendor file changes to accurately log data used to calculate the performance metric.

10. Responsible Person:

The Director of OSRAP will be the contact for questions and can be reached at (225) 342-0708.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Statewide Reporting and Accountability Policy

Objective: The Office of Statewide Reporting and Accounting Policy will timely process system structure modifications.

Indicator Name: Percentage of structure modifications processed within 2 days

Indicator LaPAS PI Code: New

1. Type and Level:

This is a key outcome indicator.

2. Rationale, Relevance, Reliability:

To best serve user agencies, vendor file changes should be processed and approved timely.

3. Use:

The indicator is strictly for the use of management internally to assess productivity of the section and to make improvements where needed.

4. Clarity:

The metric clearly identifies what's being measured and is easily understandable.

5. Data Source, Collection and Reporting:

The timeliness of structure changes will be maintained in the Remedy Issues Management software.

6. Calculation Methodology:

Each month, the number of system structure changes processed within 2 days of the request will be divided by the total structure change requests during the month.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

The accuracy of the data relies on the individuals in charge of completing the structure changes to accurately log data used to calculate the performance metric.

10. Responsible Person:

The Director of OSRAP will be the contact for questions and can be reached at (225) 342-0708.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Statewide Reporting and Accountability Policy

Objective: The Office of Statewide Reporting and Accounting Policy will timely resolve complex accounting research issues and questions on the application and implementation of established statewide accounting policies.

Indicator Name: Percentage of policy research/assistance issues resolved the same day

Indicator LaPAS PI Code: New

1. Type and Level:

This is a key outcome indicator.

2. Rationale, Relevance, Reliability:

To best serve user agencies, questions and issues on statewide accounting policies and procedures should be resolved timely.

3. Use:

The indicator is strictly for the use of management internally to assess productivity of the section and to make improvements where needed.

4. Clarity:

The metric clearly identifies what's being measured and is easily understandable.

5. Data Source, Collection and Reporting:

The timeliness of resolving issues and questions concerning statewide accounting policies and procedures will be maintained in the Remedy Issues Management software.

6. Calculation Methodology:

Each month the number of same day resolutions will be divided by the total number of issues/questions during the month.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

The accuracy of the data relies on the individuals in charge of resolving the policy/procedure issues and questions to accurately log data used to calculate the performance metric.

10. Responsible Person:

The Director of OSRAP will be the contact for questions and can be reached at (225) 342-0708.

GOAL II: To coordinate and provide quality operational services utilizing sound management practices for the maintenance of state facilities and lands.

Goal Authorizations: Louisiana Revised Statutes 39:11 et seq.

PROGRAM ACTIVITY: OFFICE OF STATE LANDS

The Office of State Lands (OSL) strives to ensure the highest possible economic return from state lands and water bottoms while encouraging their maximum public utilization. The Office's responsibilities include: identifying, mapping, inventorying, and coordinating agency management of public lands and waterbottoms; and selling or otherwise disposing of all properties no longer useful to the state, in accordance with state law. In fostering multiple utilizations of the state's natural resources, the OSL must balance individual agency usage with land and timber management, surface and mineral leasing, rights-of-way, and subsurface agreements.

PROGRAM ACTIVITY MISSION:

- i. To maximize revenues while ensuring continued public utilization of State public lands and waterbottoms.
- ii. To protect the State's proprietary interests in its lands and waterbottoms through the permitting process.

PROGRAM ACTIVITY GOAL:

- i. The Office of State Lands will ensure the highest economic return and the maximum public utilization possible of our State public lands and waterbottoms.

PROGRAM ACTIVITY OBJECTIVE II.1: The Office of State Lands will continue to identify and map 100% of the fixed assets claimed by the State while providing a current, centralized inventory and the associated historical records.

STRATEGY II.1.a: Integrate the LaGov and Geographical Information System (GIS)¹¹.

¹¹ The GIS is a central database for immovable property in which the state has an interest including all lands, water bottoms, and facilities both owned and leased.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Input: Number of fixed assets received
2. Output: Number of fixed assets processed
3. Efficiency: Percentage of assets received that are processed

PROGRAM ACTIVITY OBJECTIVE II.2: The Office of State Lands will monitor and maintain the established State Claim Waterbottom database in order to add or delete any water bodies, or portion thereof, from those claimed by the State as historically navigable waterbottoms.

STRATEGY II.2.a: Maintain and enhance a GIS that is consistently useful to all state and local government agencies and individuals.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Output: Percentage of received information incorporated into databases
2. Outcome: Number of waterbottoms identified and mapped

Principal Clients: Principal clients consist of state agencies, other governmental entities, the public, surveyors, abstractors, lawyers, elected officials, corporations and landmen/landowners.

External Factors: External factors that could have an impact on the goals and objectives are agencies not sending in proper documentation, surveyors' heavy workloads preventing them from gathering field information necessary for entry into GIS, and special projects that require survey crew to be pulled from regular projects.

Duplication of Effort: In accordance with Louisiana Revised Statute 39:11 et seq., the Office of State Lands is the only state agency which maintains an inventory and mapping of state properties.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of State Lands

Objective: The Office of State Lands will continue to map 100% of the fixed assets claimed by the State while providing a current, centralized inventory and the associated historical records.

Indicator Name: Number of fixed assets received

Indicator LaPAS PI Code: New

1. Type and Level: Input

This indicator is a general input indicator.

2. Rationale, Relevance, Reliability:

Louisiana Revised Statutes 39:11 et seq. requires that OSL administer and supervise lands, waterbottoms, and facilities owned or leased by the State. A central database for all immovable property in which the state has an interest including all lands, waterbottoms, and facilities both owned and leased shall be maintained. An inventory of all such property should be kept as current and comprehensive as possible.

3. Use:

The performance indicator will be used by internal management and staff to determine whether the inventory is complete. Incomplete inventory may result in incorrect land management decisions and incomplete insurance coverage by the Office of Risk Management (ORM).

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data is Asset Management Reports – descriptions of properties. The information is collected and reported on a continuous basis.

6. Calculation Methodology:

All fixed assets received are counted physically.

7. Scope:

This performance indicator is aggregated and can be disaggregated by parish/region.

8. Caveats:

Weaknesses would be title and ownership issues.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Louisiana Legislative Auditor. OSL maintains extensive files demonstrating data receipt which is easily validated against asset inventories.

10. Responsible Persons:

Spencer Robinson
Public Lands Administrator
(225)342-4578
Spencer.Robinson@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of State Lands

Objective: The Office of State Lands will continue to map 100% of the fixed assets claimed by the State while providing a current, centralized inventory and the associated historical records.

Indicator Name: Number of fixed assets processed

Indicator LaPAS PI Code: New

1. Type and Level:

This indicator is a general output indicator.

2. Rationale, Relevance, Reliability:

Louisiana Revised Statutes 39:11 et seq. requires that OSL administer and supervise lands, waterbottoms, and facilities owned or leased by the State. A central database for all immovable property in which the state has an interest including all lands, waterbottoms, and facilities both owned and leased shall be maintained. An inventory of all such property should be kept as current and comprehensive as possible.

3. Use:

This indicator is used by internal management. Incomplete inventory may result in incorrect land management decisions and incomplete insurance coverage by ORM.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data is Asset Management Reports – descriptions of properties. The information is collected and reported on a continuous basis.

6. Calculation Methodology:

A physical count is performed for those assets that have been processed.

7. Scope:

This performance indicator is aggregated and can be disaggregated by parish/region.

8. Caveats:

Weaknesses would be title and ownership issues.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Louisiana Legislative Auditor. OSL maintains extensive files demonstrating data receipt which is easily validated against asset inventories.

10. Responsible Persons:

Spencer Robinson
Public Lands Administrator
(225)342-4578
Spencer.Robinson@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of State Lands

Objective: The Office of State Lands will continue to map 100% of the fixed assets claimed by the State while providing a current, centralized inventory and the associated historical records.

Indicator Name: Percentage of assets received that are processed

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general efficiency indicator.

2. Rationale, Relevance, Reliability:

Louisiana Revised Statutes 39:11 et seq. requires that OSL administer and supervise lands, waterbottoms, and facilities owned or leased by the State. A central database for all immovable property in which the state has an interest including all lands, waterbottoms, and facilities both owned and leased shall be maintained. An inventory of all such property should be kept as current and comprehensive as possible.

3. Use:

This indicator is used by internal management. Incomplete inventory may result in incorrect land management decisions and incomplete insurance coverage by ORM.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data is Asset Management Reports – descriptions of properties. The information is collected and reported on a continuous basis.

6. Calculation Methodology:

The total number of all fixed assets is divided by the total number of fixed assets processed.

7. Scope:

This performance indicator is aggregated and can be disaggregated by parish/region.

8. Caveats:

Weaknesses would be title and ownership issues.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Louisiana Legislative Auditor. OSL maintains extensive files demonstrating data receipt which is easily validated against asset inventories.

10. Responsible Persons:

Spencer Robinson
Public Lands Administrator
(225)342-4578
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of State Lands

Objective: The Office of State Lands will monitor and maintain the established State Claim Waterbottom database in order to add or delete any water bodies, or portion thereof, from those claimed by the State as historically navigable waterbottoms.

Indicator Name: Percentage of received information incorporated into databases

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general output indicator.

2. Rationale, Relevance, Reliability:

Louisiana Revised Statutes 39:11 et seq. requires that OSL administer and supervise lands, waterbottoms, and facilities owned or leased by the State. A central database for all immovable property in which the state has an interest including all lands, waterbottoms, and facilities both owned and leased shall be maintained. An inventory of all such property should be kept as current and comprehensive as possible.

3. Use:

This indicator is used by internal management. Incomplete inventory may result in incorrect land management decisions and incomplete insurance coverage by ORM.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data is Asset Management Reports – descriptions of properties. The information is collected and reported on a continuous basis.

6. Calculation Methodology:

The total number of acquisitions received is divided by the number of acquisitions processed or incorporated into the database.

7. Scope:

This performance indicator is aggregated and can be disaggregated by parish/region.

8. Caveats:

Weaknesses would be title and ownership issues.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Louisiana Legislative Auditor. OSL maintains extensive files demonstrating data receipt which is easily validated against asset inventories.

10. Responsible Persons:

Spencer Robinson
Public Lands Administrator
(225)342-4578
Spencer.Robinson@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of State Lands

Objective: The Office of State Lands will monitor and maintain the established State Claim Waterbottom database in order to add or delete any water bodies, or portion thereof, from those claimed by the State as historically navigable waterbottoms.

Indicator Name: Number of waterbottoms identified and mapped

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

Louisiana Revised Statutes 39:11 et seq. requires that OSL administer and supervise lands, waterbottoms, and facilities owned or leased by the State. A central database for all immovable property in which the state has an interest including all lands, waterbottoms, and facilities both owned and leased shall be maintained. An inventory of all such property should be kept as current and comprehensive as possible.

3. Use:

This indicator is used by internal management. Incomplete inventory may result in incorrect land management decisions and incomplete insurance coverage by ORM.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data is existing waterbottom title files, surveyors, contract personnel and individuals. Data reporting is continuous and updated monthly.

6. Calculation Methodology:

The calculation is a physical count.

7. Scope:

This performance indicator is aggregated and can be disaggregated by parish/region.

8. Caveats:

Weaknesses would be title and ownership issues.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Louisiana Legislative Auditor. OSL maintains extensive files demonstrating data receipt which is easily validated against asset inventories.

10. Responsible Persons:

Spencer Robinson
Public Lands Administrator
(225)342-4578
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PROGRAM ACTIVITY: OFFICE OF STATE BUILDINGS

The Office of State Buildings (OSB) has the primary responsibility of managing, operating, and maintaining more than forty (40) public state buildings and the grounds that surround them. These responsibilities include ensuring that all buildings are safe, energy-efficient, comfortably cooled and heated, attractive, and properly maintained. This office provides custodial services, waste management, and repairs and renovations to facilities under its jurisdiction. This office is also responsible for ensuring the timely and proper maintenance of elevators.

PROGRAM ACTIVITY MISSION:

- i. To provide for the operations, maintenance, and safety within and around all building facilities under the Division of Administration's jurisdiction.

PROGRAM ACTIVITY GOAL:

- i. The Office of State Buildings will maintain and operate all facilities under the jurisdiction of the Division of Administration. This currently includes forty-six (46) buildings totaling over six million square feet.

PROGRAM ACTIVITY OBJECTIVE II.1: The Office of State Buildings will reduce kilowatt-hours (kWh) per square foot energy consumption in Capitol Park facilities by 3% over the next three (3) years from a FY 2015 baseline rate of 14.2.

STRATEGY II.1.a: Adjust building schedules for HVAC and building lighting using the Metasys¹² system.

STRATEGY II.1.b: Switch to more energy efficient lighting components.

STRATEGY II.1.c: Switch to more energy efficient motors and parts in electrical systems.

¹² Metasys is the software/database that the HVAC is monitored and maintained by.

STRATEGY II.1.d: Make changes to equipment parameters (i.e. set points, sequence of operations and etc).

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Efficiency: Percent reduction in kilowatt hours

Principal Clients: Principal clients consist of state agencies and OSB and Johnson Controls Inc. (JCI)¹³ employees.

External Factors: External factors beyond the control of the department that could significantly affect the achievement of the goal and objective are weather, mechanical failures and tenants working additional hours and requesting after hours approvals.

Duplication of Effort: Duplication of effort is avoided by the sole responsibility of the HVAC and lighting systems are monitored and maintained by the Office of State Buildings.

¹³ JCI holds the contract on the building automation system.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Division of Administration

Activity: Office of State Buildings

Objective: The Office of State Buildings will reduce kilowatt-hours (kWh) per square foot energy consumption in Capitol Park facilities by 3% over the next three (3) years from a FY 2015 baseline rate of 14.2.

Indicator Name: Percent reduction in kilowatt hours

LaPAS PI Code: 22624

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

OSB presently has an Energy Management Group who's responsibility is to manage the efficiency of the facilities owned by DOA and it was the most significant, measureable, and maintainable indicator. It is a relevant and meaningful measure of performance for this objective because OSB can show an increase and/or decrease based on the consumption throughout the Capitol Park facilities. It is extremely reliable and based on actual facts. The indicator can show OSB's performance by providing the decrease in energy consumption in the past years and the continued decrease in the monthly utility bills.

3. Use:

The indicator will be used to show where additional changes are necessary and if we may have problems within certain facilities. The indicator will be used only for internal management purposes.

4. Clarity:

The indicator name clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data is an external database and publication that is collected monthly and reported quarterly on a state fiscal year.

6. Calculation Methodology:

The total square footage is divided by the total kWh to get the kWh per square foot. It is a standard calculation.

7. Scope:

This indicator is aggregated but can also be disaggregated if needed.

8. Caveats:

Eventually it will get to a point where the state will, instead of accruing a savings, we will only be maintaining the savings. In order to obtain additional savings, additional funding to update older facilities would be necessary.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor. Reports and spreadsheets are prepared by OSB that includes actual meter readings from the facilities. The spreadsheets are maintained on the computer.

10. Responsible Person:

Jason Guidroz
Facility Maintenance Manager C
(225) 219-4800
jason.guidroz@la.gov

PROGRAM ACTIVITY: OFFICE OF FACILITY PLANNING AND CONTROL

The Office of Facility Planning and Control has the responsibility to be responsive to the needs of user groups and the general public, capitalizing on technological advancements to ensure the optimum utilization of resources and to encourage evaluation of processes and functions to improve efficiency and effectiveness, provide for low operation and maintenance costs to best meet the needs of the state (safe, secure and accessible) by providing the optimum facility for the dollars available, operate in an ethical and legal manner, facilitate and manage a comprehensive team effort and effectively manage the time between funding authorization and project completion.

PROGRAM ACTIVITY MISSION:

- i. The mission of the Division of Administration, Office of Facility Planning and Control is to assist in management of the state's finances and fixed assets by administration of the comprehensive capital outlay budget process and implementation of a comprehensive centralized facility management program to provide appropriate owned or leased facilities to house the operations of state government and meet the space and functional needs of each user agency.

PROGRAM ACTIVITY GOAL:

- i. The Office of Facility Planning and Control will assure the effective and efficient use of resources to provide owned or leased space to house the operations of state government in accordance with ACT 66 of 2016.

PROGRAM ACTIVITY OBJECTIVE II.1: The Office of Facility Planning and Control will use pre-planning to facilitate buy-build-lease decisions and complete studies of those functions now housed in leased facilities that may be better served housed in state owned space.

STRATEGY II.1.a: Inventory available vacant or underutilized state owned space.

STRATEGY II.1.b: Determine space requirements of agencies and match to available state space.

STRATEGY II.1.c: In the event state space is not available, seek commercial lease space.

STRATEGY II.1.d: Work with agencies to determine if capital outlay makes sense to eliminate commercial leases.

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Efficiency: Percent reduction in commercial lease space

PROGRAM ACTIVITY OBJECTIVE II.2: The Office of Facility Planning and Control will assure efficient and effective use of resources to create a responsive customer experience through consistent project management and administration of the capital outlay program.

STRATEGY II.2.a: Determine feasibility of capital outlay requests prior to recommending inclusion in House Bill 2.

STRATEGY II.2.b: Monitor cash flow requirements throughout the year in order to provide funds when funds are needed.

STRATEGY II.2.c: Administer design and construction contracts in a consistent manner across all projects.

STRATEGY II.2.d: Process change orders in a timely manner to avoid delays in completion of the work.

STRATEGY II.2.e: Develop a reporting mechanism.

STRATEGY II.2.f: Develop a system for measuring the team member's effectiveness in completing a task or activity.

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Efficiency: Percent reduction in time for completion of projects from funding through project acceptance

Principal Clients: Principal clients consist of state agencies, political subdivisions of the state, boards and commissions, and non-state entities.

External Factors: External factors beyond the control of the department that could significantly affect the achievement of the goal and objectives are functional requirements of various agencies that dictate space requirements, adequate capital outlay funding, changes in programmatic requirements by user agencies, construction change orders requiring legislative approval, low bid contracting requirements, etc.

Duplication of Effort: Duplication of effort is avoided by extensive collaboration between the Office of Facility Planning and Control, the Office of State Buildings and the Office of State Lands. Additionally, duplication of effort is avoided by the specific workload assignment of project management duties among project managers and consistent training of project managers in policies and procedures for capital outlay projects.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Division of Administration

Activity: Office of Facility Planning and Control

Objective: The Office of Facility Planning and Control will use pre-planning to facilitate buy-build-lease decisions and complete studies of those functions now housed in leased facilities that may be better served housed in state owned space.

Indicator Name: Percent reduction in commercial lease space

LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general efficiency indicator.

2. Rationale, Relevance, Reliability:

Facility Planning and Control is required to provide adequate space to house state government. A database of leased space is maintained and records are kept on each commercial lease.

3. Use:

The performance indicator will be used by internal management and staff to determine whether the inventory is complete. Incomplete inventory may result in incorrect reporting and management decisions concerning unnecessary leasing of commercial space.

4. Clarity:

The indicator name clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of the data is Facility Planning and Control Real Estate Leasing section along with information provided by user agencies with space requirements or underutilized or vacant space. A database of space utilization is required with semi-annual reporting.

6. Calculation Methodology:

The total commercial lease square footage is divided by the total state square footage. It is a standard calculation

7. Scope:

This indicator is aggregated.

8. Caveats:

Weaknesses would be the timeliness of other agencies providing space utilization data to the Office of State Buildings and Office of Facility Planning and Control.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Louisiana Legislative Auditor. FPC maintains extensive files demonstrating data which is easily validated against inventories.

10. Responsible Person:

Randy Janies
Real Estate Analyst
(225) 342-0820
Randy.Janies@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Division of Administration

Activity: Office of Facility Planning and Control

Objective: The Office of Facility Planning and Control will assure efficient and effective use of resources to create a responsive customer experience through consistent project management and administration of the capital outlay program.

Indicator Name: Percent reduction in time for completion of projects from funding through project acceptance

LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general efficiency indicator.

2. Rationale, Relevance, Reliability:

Facility Planning and Control is required to provide consistent project management and administration of the capital outlay program. A database of project information is maintained and records are kept on each project.

3. Use:

The performance indicator will be used by internal management and staff to determine whether the projects are completed in a timely manner.

4. Clarity:

The indicator name clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of the data is Facility Planning and Control Design and Construction Section, Capital Outlay Section, and Fiscal Section. Several databases of project information is required with quarterly reporting.

6. Calculation Methodology:

The average time for completion of typical projects divided by the average time of completion of typical projects beginning in FY 2008. It is a standard calculation.

7. Scope:

This indicator is aggregated.

8. Caveats:

Weaknesses would be the delay of funding by the State Bond Commission, changes in User Agency personnel resulting in revised scopes of work and litigation.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Louisiana Legislative Auditor. FPC maintains extensive files demonstrating data which is easily validated.

10. Responsible Person:

John Hodnett
Assistant Director
(225) 342-0820
John.Hodnett@la.gov

GOAL III: To provide for the effective and efficient dissemination, execution, enforcement and implementation of executive policies reflecting sound management practices.

Goal Authorizations: Section 8.A.(5)(C) of Act 14 of the 2013 Regular Session of the Legislature

PROGRAM ACTIVITY: INTERNAL AUDIT

Internal Audit (IA) is an independent, objective assurance and consulting activity designed to add value and improve the Division of Administration's organizational operations. This section assists the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance process. The scope of the internal audit function covers all programs within DOA.

PROGRAM ACTIVITY MISSION:

- 1.** To conduct objective and independent audits and examinations within the Division of Administration to determine adequacy of internal controls; reliability and integrity of information; security of the State's assets; and compliance with state laws, rules, and regulations as well as internal policies and procedures.

PROGRAM ACTIVITY GOAL:

- i. Internal Audit will improve and add value to the Divisions of Administration's organizational operations.

PROGRAM ACTIVITY OBJECTIVE III.1: Internal Audit will initiate audits on 100% of agencies and sections under the oversight of the Division of Administration that are identified as high risk.

STRATEGY III.1.a: Identify high risk areas within DOA.

STRATEGY III.1.b: Develop an audit plan based on high risk areas identified within DOA.

STRATEGY III.1.c: Conduct audit projects that are division-wide or specific to individual sections or agencies within the DOA according to the audit plan.

STRATEGY III.1.d: Issue audit reports of the results of audit projects conducted.

PROGRAM ACTIVITY PERFORMANCE INDICATOR:

1. Outcome: Audit coverage of DOA agencies and sections identified as high risk during annual risk assessment

PROGRAM ACTIVITY OBJECTIVE III.2: Internal Audit will track and consult on issues and findings reported on DOA by both Internal Audit and External Auditors.

STRATEGY III.2.a: Develop an audit matrix that presents audit issues reported on DOA by Internal Audit and External Auditors including Louisiana Legislative Auditor and Federal auditors.

STRATEGY III.2.b: Obtain quarterly updates to the corrective action plans implemented by DOA to resolve audit issues presented in the audit matrix.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Percentage of resolved internal audit findings on DOA agencies and sections
2. Outcome: Percentage of resolved external audit findings on DOA agencies and sections

Principal Clients: Principal clients consist of agencies and sections under the oversight of the Division of Administration.

External Factors: External factors that could have an impact include issues reported as a result of external audits, changes in administration, significant changes in operations within DOA, and other issues that cause areas within DOA to become high risk.

Duplication of Effort: DOA's Internal Audit section provides the internal audit function for the operations within DOA. While there are numerous external audits done on the operations of DOA, these external audits are conducted for purposes required by external factors, such as statutory requirements and federal agency oversight. No other audit group provides an internal audit function within DOA.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Internal Audit

Objective: Internal Audit will initiate audits on 100% of agencies and sections under the oversight of the Division of Administration that are identified as high risk.

Indicator Name: Audit coverage of DOA agencies and sections identified as high risk during annual risk assessment

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator is an indication that an adequate and effective internal audit function exists for DOA as measured by audit coverage of high risk agencies and sections within DOA.

3. Use:

This indicator will assure management that the internal audit function is effective.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for this indicator will be the annual risk assessment, audit projects initiated during the fiscal year, audit work plan/schedule, and the audit tracking schedule maintained by the Internal Audit Administrator.

6. Calculation Methodology:

A comparison of internal audit projects initiated and conducted to the agencies and sections within DOA that have been identified as high risk during the annual risk assessment of DOA.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

The performance indicator is a result of internal audits conducted by DOA's Internal Audit Section on DOA agencies and sections for a fiscal year.

10. Responsible Person:

Marsha V. Guedry
Internal Audit Administrator
(225) 342-2900
Marsha.Guedry@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Internal Audit

Objective: Internal Audit will track and consult on issues and findings reported on DOA by both Internal Audit and External Auditors.

Indicator Name: Percentage of resolved internal audit findings on DOA agencies and sections

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator is an indication that an adequate internal audit function is in place within DOA as measured by the percentage of resolved internal audit issues that are reported.

3. Use:

This indicator provides assurance that DOA's Internal Audit function is effective by DOA management implementing recommendations made during internal audit projects resolving the issues that are reported.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for this indicator will be follow-up audits conducted that report the status of audit issues and recommendations reported in previous internal audit projects issued along with the audit matrix that is updated quarterly with the status of corrective action plans to resolve audit issues reported on DOA agencies and sections.

6. Calculation Methodology:

The calculation will be the accumulation of audit issues reported by DOA's Internal Audit Section that are considered to be resolved.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

The supporting information related to this performance indicator is monitored and reviewed by DOA's Internal Audit Section as well as senior management within DOA.

10. Responsible Person:

Marsha V. Guedry
Internal Audit Administrator
225-342-2900 (phone)
marsha.guedry@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Internal Audit

Objective: Internal Audit will track and consult on issues and findings reported on DOA by both Internal Audit and External Auditors.

Indicator Name: Percentage of resolved external audit findings on DOA agencies and sections

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator is an indication that an adequate internal audit function is in place within DOA as measured by the percentage of resolved external audit issues that are reported.

3. Use:

This indicator provides assurance that DOA's Internal Audit function is effective by DOA management implementing recommendations made by external auditors that conduct audits of DOA agencies and sections.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for this indicator will be audit reports issued by external auditors along with the audit matrix that is updated quarterly with the status of corrective action plans to resolve external audit issues reported on DOA agencies and sections.

6. Calculation Methodology:

The calculation will be the accumulation of resolved audit issues reported by external auditors on DOA agencies and sections

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

The supporting information related to this performance indicator is monitored and reviewed by DOA's Internal Audit Section as well as senior management within DOA.

10. Responsible Person:

Marsha V. Guedry
Internal Audit Administrator
225-342-2900 (phone)
marsha.guedry@la.gov

PROGRAM ACTIVITY: OFFICE OF HUMAN RESOURCES

The Office of Human Resources is responsible for all Human Resources functions for the Division of Administration, Office of the Governor, the Board of Elementary and Secondary Education, and a variety of independent agencies within the Executive Department.

PROGRAM ACTIVITY GOAL:

- i. The Office of Human Resources will coordinate and provide oversight for human resources within the Division of Administration and client agencies.

PROGRAM ACTIVITY OBJECTIVE III.1: The Office of Human Resources will maintain customer satisfaction with human resources services at or above the baseline satisfaction level rating of 4 (based on a 5-point scale) that was established in FY 2009-2010.

STRATEGY III.1.a: Identify and mitigate barriers in the personnel action request (PAR) process within the Division of Administration and client agencies.

STRATEGY III.1.b: Identify and mitigate barriers in the new hire process within the Division Administration and client agencies.

STRATEGY III.1.c: Survey recipients of human resources services within the Division of Administration and client agencies on an ongoing basis.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Personnel Action Request (PAR) cycle time
2. Outcome: Average new hire cycle time
3. Quality: Average customer satisfaction rating (score on a 5-point scale)
4. Outcome: Division of Administration employee turnover rate

Principal Clients: Principal clients consist of agencies and sections under the oversight of the Division of Administration. This primarily consists of the Division of Administration, Office of the Governor, the Board of Elementary and Secondary Education, and a variety of independent agencies within the Executive Department.

External Factors: External factors that could have an impact include technology problems, employee turnover, and changes in policies.

Duplication of Effort: There is no duplication of effort as the Office of Human Resources is responsible for all human resource functions for the Division of Administration, Office of the Governor, the Board of Elementary and Secondary Education, and a variety of independent agencies within the Executive Department.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Human Resources

Objective: The Office of Human Resources will maintain customer satisfaction with human resources services at or above the baseline satisfaction level rating of 4 (based on a 5-point scale) that was established in FY 2009-2010.

Indicator Name: Personnel Action Request (PAR) cycle time

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

The indicator chosen is a major driver of customer service between the agency and its clients. Specifically, the indicator measures how well the office is meeting the needs of its clients in the areas of operations and benefits as well as compensation and staffing.

3. Use:

This indicator will be used for internal management purposes.

4. Clarity :

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data is the E-PAR Workflow Information System. Collection and reporting is conducted consistently on a quarterly basis during the state fiscal year.

6. Calculation Methodology:

The percentage of personnel action requests (PARs) processed within seven calendar days for the Division of Administration and client agencies. This is a standard calculation.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by LLA. Consistent use of the E-PAR Workflow information system will ensure the accuracy of the data.

10. Responsible Person:

Cheryl Schilling, PHR
Human Resources Director
(225) 342-6060
Cheryl.Schilling@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Human Resources

Objective: The Office of Human Resources will maintain customer satisfaction with human resources services at or above the baseline satisfaction level rating of 4 (based on a 5-point scale) that was established in FY 2009-2010.

Indicator Name: Average new hire cycle time.

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

The indicator chosen is a major driver of customer service between the agency and its clients. Specifically, the indicator measures how well the office is meeting the needs of its clients in the areas of operations and benefits as well as compensation and staffing.

3. Use:

This indicator will be used for internal management purposes.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data is the NeoGov Information System. Collection and reporting is conducted consistently on a quarterly basis during the state fiscal year.

6. Calculation Methodology:

A standard calculation of the average number of days to complete new hire cycle within the agency experience (from Request to Fill date to COE date) for the Division of Administration and client agencies. A target of 30 calendar days is established by the office.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by LLA. Consistent use of the NeoGov information system will ensure the accuracy of the data.

10. Responsible Person:

Cheryl Schilling, PHR
Human Resources Director
(225) 342-6060
Cheryl.Schilling@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Human Resources

Objective: The Office of Human Resources will maintain customer satisfaction with human resources services at or above the baseline satisfaction level rating of 4 (based on a 5-point scale) that was established in FY 2009-2010.

Indicator Name: Average customer satisfaction rating (score on a 5-point scale)

Indicator LaPAS PI Code: 22632

1. Type and Level:

This performance indicator is a key quality indicator.

2. Rationale, Relevance, Reliability:

The indicator chosen is a reliable measure of customer satisfaction from each client agency served by the Office of Human Resources. Specifically, the indicator measures how well the office is meeting the needs of new and existing client agencies in the areas of operations and benefits, compensation and staffing, organizational learning and development and employee relations.

3. Use:

This indicator will be used for internal management purposes.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The data source is the electronic surveys sent via Survey Monkey to agency directors by the Division of Administration Office of Technology Services. Annual collection and reporting is conducted consistently after fourth quarter of state fiscal year by the Division of Administration Office of Technology Services.

6. Calculation Methodology:

The average customer satisfaction rating score is on a 5-point scale of responding agency directors.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by LLA. Consistent use of data collected from Survey Monkey will ensure the accuracy of the data.

10. Responsible Person:

Cheryl Schilling, PHR
Human Resources Director
(225) 342-6060
Cheryl.Schilling@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of Human Resources

Objective: The Office of Human Resources will maintain customer satisfaction with human resources services at or above the baseline satisfaction level rating of 4 (based on a 5-point scale) that was established in FY 2009-2010.

Indicator Name: Division of Administration employee turnover rate

Indicator LaPAS PI Code: 23316

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

The indicator chosen is a reliable measure of performance of each unit within the Office of Human Resources. Specifically, the indicator measures how well the office is conducting compensation and staffing, employee relations, organizational learning and development, and operations and benefits.

3. Use:

This indicator will be used for internal management purposes.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The data source is the ISIS Human Resources Information System. Annual collection and reporting conducted consistently after fourth quarter of state fiscal year.

6. Calculation Methodology:

This is a standard calculation of the percentage of voluntary and involuntary terminations for Personnel Area 107 and classified employees within the Division of Administration.

7. Scope:

This performance indicator is aggregated.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by LLA. Consistent use of ISIS Human Resources information system will ensure the accuracy of the data.

10. Responsible Person:

Cheryl Schilling, PHR
Human Resources Director
(225) 342-6060
Cheryl.Schilling@la.gov

PROGRAM ACTIVITY: OFFICE OF GENERAL COUNSEL

The Office of General Counsel (OGC) provides legal services to the Division of Administration (DOA).

PROGRAM ACTIVITY MISSION:

The mission of the Office of General Counsel is to provide timely, thorough, and professional legal advice, counsel, and general legal representation of the Division of Administration, as well as, to provide leadership for legal representatives of other agencies, particularly in service areas provided by and through the Division of Administration.

PROGRAM ACTIVITY GOALS:

- i. To provide accurate, timely, and professional legal services to the Division of Administration.
- ii. To provide innovative and effective policy direction for the Division of Administration.
- iii. To improve legal services to the Division of Administration by effective training and development of Office of General Counsel staff and procedures.

PROGRAM ACTIVITY OBJECTIVE III.1: OGC will manage all legal issues and files through a comprehensive procedure from receipt to completion with an increased focus on communication and early intervention on the legal needs of the sections of the DOA.

STRATEGY III.1.a: Improve tracking of ongoing legal matters. OGC will continue to develop and use the Active File List as the primary tracking tool for work being conducted in OGC. All attorneys are expected to substantively update their active matters no less than every 30 days and no later than the last day of the month in order to facilitate timely budget reporting on OGC performance metrics.

STRATEGY III.1.b: Build a stronger staff, with specialized training geared toward DOA needs. OGC management and staff will work together to develop an individualized continuing legal education program for attorneys, as well as for the department as a whole. DOA is the center for a number of important business operations of state government, including contracting, procurement, technology services, property management, employee benefits, and human resource management. The training budget has been quadrupled from previous years and attention has been focused on identifying what legal education the staff should have and where that education can best be obtained. This initiative will continue with attorneys attending CLE programs specifically geared toward state and national issues on procurement law and government contracting, technology contracting, employment law and health benefits law, and other programs that may be identified to improve the general skills and intellectual discipline of the OGC staff.

STRATEGY III.1.c: Build stronger Client relationships. OGC will actively work with Section Heads and Asst. Commissioners to strengthen their relationships with OGC staff. Frequent and open communication, with timely follow up and reporting out to clients is imperative in building stronger client services within DOA. Toward that end, OGC staff will be aligned with DOA section heads so that each section has a direct point of contact with a specifically identified attorney and deputy. Although multiple attorneys may work for a section on a variety of matters, each Client Section should have a direct contact to facilitate the efficient intake and timely involvement of legal staff.

STRATEGY III.1.d: Identify and plan implementation of a centralized Data Management System. One of the critical system challenges has been the ubiquitous use of technology, and specifically email and electronic document and/or file retention, in carrying out the business of the DOA. Contract negotiations, RFP development and many other legal matters are conducted through email, without any centralized data management system. This leaves DOA vulnerable in responding to legal matters

and to claims of spoliation of evidence that may arise later due to the lack of any centralized method of collecting documents that may be responsive to subpoenas or public record requests. OGC is establishing a working committee with OSP, FP&C (including State lands and leasing), OTS, OGC, and any other section whose central activity involves contractual agreements. Implementation of such a system would not only tremendously reduce risk, but it would result in dramatically improved efficiency across DOA.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Percentage of public records requests responded to within statutory guidelines
2. Outcome: Percentage of cases successfully litigated
3. Output: Number of hours of legal assistance each attorney provides to sections within DOA
4. Outcome: Percentage of procurement appeals timely processed
5. Outcome: Percentage of attorneys receiving required Continuing Legal Education credits annually

Principal Clients: Principal clients consist of agencies and sections under the oversight of the Division of Administration.

External Factors: External factors that could have an impact include technology problems, employee turnover, and changes in policies.

Duplication of Effort: There is no duplication of effort as the Office of General Counsel is responsible for legal advice, representation in lawsuits and other disputes as well as drafting of state contracts and other legal documents for the Division of Administration.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of General Counsel

Objective: OGC will manage all legal issues and files through a comprehensive procedure from receipt to completion with an increased focus on communication and early intervention on the legal needs of the sections of the DOA.

Indicator Name: Percentage of public records requests responded to within statutory guidelines

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The Office of General Counsel aids DOA's custodian of public records, the Commissioner of Administration, in processing public records requests. Tracking the percentage of public records requests timely processed ensures compliance with the Louisiana Public Records Law.

3. Use:

This indicator will reflect the proper level of staffing is devoted to handling public records requests.

4. Clarity:

The percentage of public records requests timely processed will be analyzed to ensure the requests are being process in compliance with the Louisiana Public Records Law.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are the internal GCWorks workflow management system. Data has been entered into the system; however, OTS is still preparing the reporting function of the system. Once complete, GCWorks will be capable of generating reports of various types including the time elapsed between when a request is

received, when the statutorily-required three-day notice is sent, and when the statutorily-required five-day final determination is received.

6. Calculation Methodology:

In order to calculate the percentage of public records requests responded to within statutory guidelines, two calculations will be used. First, the number of requests that receive a statutorily-required notice by the third business day after receipt of the request by the custodian of records will be divided by the total number of requests received by the custodian of records. Second, the number of requests that receive a statutorily-required final determination by the fifth business day after receipt of the request by the custodian of records will be divided by the total number of requests received by the custodian of records. Requests that are completed before the third and/or fifth business day will count as meeting the statutory deadlines. Requests that do not require a three-day notice or five-day final determination (e.g. a request not sent to the custodian, requests for which DOA is the improper custodian, etc.) will not be counted towards the total number of requests received.

7. Scope:

This indicator is for all public records requests received by the DOA custodian of records.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is maintained in GCWorks and verified by an electronic tracking history built into GCWorks.

10. Responsible Person:

The General Counsel is responsible for this data. Scott Johnson (email: Scott.Johnson@la.gov)

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of General Counsel

Objective: OGC will manage all legal issues and files through a comprehensive procedure from receipt to completion with an increased focus on communication and early intervention on the legal needs of the sections of the DOA.

Indicator Name: Percentage of cases successfully litigated

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The Office of General Counsel provide timely, thorough, and professional legal representation to the Division of Administration, its sections, and management. Successfully litigating cases is an essential function of OGC.

3. Use:

The performance indicator will be used for internal management and staffing purposes. This indicator will reflect the effectiveness and efficiency of DOA's legal resources for both inside and outside counsel.

4. Clarity:

The percentage of cases successfully litigated will be analyzed to ensure high-quality and cost-effective legal representation.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are the internal GCWorks workflow management system. Data has been entered into the system; however, OTS is still preparing the reporting function of the system. Once complete, GCWorks will be capable of generating reports of various types including detailed breakdowns of hours dedicated to each section. Additionally, through the course of all litigation, the

assigned attorney meets with the client to determine direction of the case and the client's satisfaction.

6. Calculation Methodology:

In order to calculate the percentage of cases successfully litigated, the number of cases successfully litigated, as determined by the client, is divided by the total number of cases.

7. Scope:

This indicator is for each litigation matter handled by OGC.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the client's satisfaction will be discussed at the conclusion of each litigated matter and entered into GCWorks.

10. Responsible Person:

The General Counsel is responsible for this data. Scott Johnson (email: Scott.Johnson@la.gov)

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of General Counsel

Objective: OGC will manage all legal issues and files through a comprehensive procedure from receipt to completion with an increased focus on communication and early intervention on the legal needs of the sections of the DOA.

Indicator Name: Number of hours of legal assistance each attorney provides to sections within DOA

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The mission of the Office of General Counsel is to provide timely, thorough, and professional legal advice, counsel, and general legal representation of the Division of Administration, its sections, and management. Tracking the number of attorney hours provided to each section allows for the proper allocation of legal resources.

3. Use:

The performance indicator will be used for internal management and staffing purposes. This indicator will reflect the effectiveness and efficiency of DOA's legal resources.

4. Clarity:

The number of hours of legal resources utilized by each section of DOA will be analyzed and reallocated as necessary to ensure high-quality, timely, and cost-effective legal representation.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are the internal GCWorks workflow management system. Data has been entered into the system; however, OTS is still preparing the reporting function of the system. Once complete, GCWorks will be capable of generating reports

of various types including detailed breakdowns of hours dedicated to each section.

6. Calculation Methodology:

In order to calculate the hours per section, the number of hours entered into GCWorks by each attorney is added to reach to total number of hours devoted to that section of DOA.

7. Scope:

This indicator is for each of the DOA sections that we serve.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is maintained in GCWorks and verified by an electronic tracking history built into GCWorks.

10. Responsible Person:

The General Counsel is responsible for this data. Scott Johnson (email: Scott.Johnson@la.gov)

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of General Counsel

Objective: OGC will manage all legal issues and files through a comprehensive procedure from receipt to completion with an increased focus on communication and early intervention on the legal needs of the sections of the DOA.

Indicator Name: Percentage of procurement appeals timely processed

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

The mission of the Office of General Counsel provides legal counsel to the Chief Procurement Officer and the Commissioner of Administration for procurement appeals. The timely processing of procurement appeals ensures the agencies of the State of Louisiana can obtain their goods and services without delay.

3. Use:

The performance indicator will be used for internal staffing purposes. This indicator will reflect the sufficiency of OGC's staffing allocations to timely handle these appeals.

4. Clarity:

The percentage of procurement appeals timely processed will be analyzed to allow OGC to reallocate staff to ensure timely handling of these appeals.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are the internal GCWorks workflow management system. Data has been entered into the system; however, OTS is still preparing the reporting function of the system. Once complete, GCWorks will be capable of generating reports

of various types including the time to complete each procurement appeal and the average time for all appeals.

6. Calculation Methodology:

In order calculate to percentage of appeals timely processed, the number of appeals timely processed is divided by the total number of appeals processed.

7. Scope:

This indicator is for all procurement appeals including those to the Chief Procurement Officer and the Commissioner of Administration.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is maintained in GCWorks and verified by an electronic tracking history built into GCWorks.

10. Responsible Person:

The General Counsel is responsible for this data. Scott Johnson (email: Scott.Johnson@la.gov)

PERFORMANCE INDICATOR DOCUMENTATION

Program: Executive Administration

Activity: Office of General Counsel

Objective: OGC will manage all legal issues and files through a comprehensive procedure from receipt to completion with an increased focus on communication and early intervention on the legal needs of the sections of the DOA.

Indicator Name: Percentage of attorneys receiving required Continuing Legal Education credits annually

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

In order to provide quality legal support to OGC's clients, OGC attorneys must keep their legal knowledge current. Continuing Legal Education is also mandated by the Louisiana Supreme Court as a condition of maintaining an attorney's law license.

3. Use:

The performance indicator will be used to ensure all OGC attorneys are licensed to practice law.

4. Clarity:

The percentage of attorneys receiving their required CLE credits annually will be analyzed to ensure OGC attorneys are in compliance with licensing requirements and maintain current legal knowledge.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are the reports from the Louisiana Supreme Court's Committee on Mandatory Continuing Legal Education which show each attorney's compliance.

6. Calculation Methodology:

In order to percentage of attorneys receiving the required CLE credits, the number of attorneys receiving required CLE credits is divided by the total number of attorneys.

7. Scope:

This indicator is for all attorneys in OGC.

8. Caveats:

The requirements for newly-admitted attorneys and attorneys over age 65 differ from the standard requirement.

9. Accuracy, Maintenance, Support:

This performance indicator has not been audited by the Legislative Auditor; however, the data is maintained by the Louisiana Supreme Court's Committee on Mandatory Continuing Legal Education.

10. Responsible Person:

The General Counsel is responsible for this data. Scott Johnson (email: Scott.Johnson@la.gov)

GOAL IV: To improve the quality of life of the citizens of the State of Louisiana, principally those of low to moderate income, through the effective administration of the Louisiana Community Development Block Grant Program, and to improve the quality of life of all citizens of the State through effective administration of the Local Government Assistance Program, and the Community Water Enrichment Fund.

Goal Authorizations: Louisiana Revised Statute 49.663.1 et seq.

PROGRAM ACTIVITY: OFFICE OF COMMUNITY DEVELOPMENT (OCD) – PLANNING AND GRANT ADMINISTRATION OF THE LOUISIANA COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

Principal Clients: Principal clients consist of units of local government and citizens of the state of Louisiana, principally those of low and moderate income.

External Factors: External factors that could have an impact are reduced and/or delayed funding by Congress and/or State Legislature and slow performance at the local level which affect beneficiaries.

Duplication of Effort: Louisiana Revised Statute 49:663.1 et seq. gives the Division of Administration authority to administer the LCDBG Program as authorized under Title I of the Housing and Community Development Act of 1974. The Office of Community Development coordinates with various departments within the executive branch to ensure there is no duplication of effort in achieving the goals and objectives of the office.

PROGRAM ACTIVITY GOAL:

- i. The Office of Community Development will provide overall administration, planning, monitoring, and technical assistance to grantees of the Louisiana Community Development Block Grant (LCDBG) Program to ensure funds are spent within the criteria established by the U.S. Department of Housing and Urban Development (HUD).

PROGRAM ACTIVITY OBJECTIVE IV.1: The Office of Community Development will improve the quality of life for the citizens of Louisiana by administering the LCDBG Program in an effective manner.

STRATEGY IV.1.a: Conduct citizen participation requirements.

STRATEGY IV.1.b: Prepare and submit the Consolidated Plan and Annual Action Plan to HUD.

STRATEGY VI.1.c: Prepare application document and accept applications.

STRATEGY IV.1.d: Rate and rank applications according to the Consolidated Annual Action Plan.

STRATEGY IV.1.e: Fund grants according to ranking list and implement projects with local government grantees.

STRATEGY IV.1.f: Monitor and close out grants in accordance with regulations.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Output: Percentage of annual LCDBG allocation obligated within twelve months of receipt
2. Output: Percentage of annual LCDBG allocation obligated within fifteen months of receipt
3. Input: Ratio of expenditures for last 12 months to last award amount
4. Input: Ratio of unexpended funds to last award amount
5. Outcome: Ranking among all states participating in the CDBG program

STATE OF LOUISIANA

DIVISION OF ADMINISTRATION

- 6. Efficiency: Average number of OCD days for payment processing
- 7. Outcome: Average findings per grantee monitored
- 8. Output: Number of grants closed out for the fiscal year

PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will improve the quality of life for the citizens of Louisiana by administering the LCDBG Program in an effective manner.

Indicator Name: Percentage of annual LCDBG allocation obligated within twelve months of receipt

Indicator LaPAS PI Code: 148

1. Type and Level:

This performance indicator is a key output indicator.

2. Rationale, Relevance, Reliability:

This is monitored for compliance with HUD policy.

3. Use:

The performance indicator will be used for management purposes and to report to HUD.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are internal logs and database. This is reported to HUD at end of State's program year.

6. Calculation Methodology:

A standard calculation of the total amount funded divided by state allocation minus state administrative costs.

7. Scope:

This indicator is aggregated.

8. Caveats:

The HUD requirement is to allocate 95% of funds within twelve months of receipt.

9. Accuracy, Maintenance, Support:

This performance indicator is monitored annually by HUD. State of LA has always met this requirement.

10. Responsible Persons:

Carol Newton

Director

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Traci Watts

Assistant Director

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Fax: 225-342-1947

Traci.Watts@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will improve the quality of life for the citizens of Louisiana by administering the LCDBG Program in an effective manner.

Indicator Name: Percentage of annual LCDBG allocation obligated within fifteen months of receipt

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key output indicator.

2. Rationale, Relevance, Reliability:

This is monitored to ensure finds are administered properly.

3. Use:

The performance indicator will be used for management purposes and to report to HUD.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The sources of data for the performance indicator are internal logs and database. This is reported to HUD 90 days following the State's program year.

6. Calculation Methodology:

A standard calculation of the total amount funded divided by state allocation minus state administrative costs.

7. Scope:

This indicator is aggregated.

8. Caveats:

The HUD requirement is to allocate 100% of funds within fifteen months of receipt.

9. Accuracy, Maintenance, Support:

This performance indicator is monitored annually by HUD. State of LA has always met this requirement.

10. Responsible Persons:

Carol Newton

Director

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will improve the quality of life for the citizens of Louisiana by administering the LCDBG Program in an effective manner.

Indicator Name: Ratio of expenditures for last 12 months to last award amount

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general input indicator.

2. Rationale, Relevance, Reliability:

HUD monitors and publishes this information monthly, comparing all states' data.

3. Use:

The performance indicator will be used for management purposes.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is HUD. HUD publishes this data monthly.

6. Calculation Methodology:

This is a standard calculation of grant expenditures for last 12 months divided by latest grant award amount.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The established goal for HUD is at least 1 or greater.

9. Accuracy, Maintenance, Support:

Actual HUD expenditures data is used.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will improve the quality of life for the citizens of Louisiana by administering the LCDBG Program in an effective manner.

Indicator Name: Ratio of unexpended funds to last award amount

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general input indicator.

2. Rationale, Relevance, Reliability:

HUD monitors and publishes this information monthly, comparing all states' data.

3. Use:

The performance indicator will be used for management purposes.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is HUD. HUD publishes this data monthly.

6. Calculation Methodology:

This is a standard calculation of the total unexpended grant funds divided by latest grant award amount.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The established goal for HUD is at less than 2.5.

9. Accuracy, Maintenance, Support:

Actual HUD expenditures data is used.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will improve the quality of life for the citizens of Louisiana by administering the LCDBG Program in an effective manner.

Indicator Name: Ranking among all states participating in the CDBG program

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator indicates the state's expenditure performance in comparison with other states.

3. Use:

The performance indicator will be used for internal management purposes.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is HUD. HUD publishes this data monthly.

6. Calculation Methodology:

States are ranked from fastest spenders to slowest.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

States are encouraged to spend funds quickly.

9. Accuracy, Maintenance, Support:

Actual HUD expenditures data is used.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will improve the quality of life for the citizens of Louisiana by administering the LCDBG Program in an effective manner.

Indicator Name: Average number of OCD days for payment processing

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key efficiency indicator.

2. Rationale, Relevance, Reliability:

This indicator affects the expenditure rate and measures productivity.

3. Use:

The performance indicator will be used for internal management purposes.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal logs and is calculated monthly.

6. Calculation Methodology:

A standard calculation of the total number of processing days is divided by number of payments processed.

7. Scope:

This indicator is aggregated.

8. Caveats:

The target goal is 3 days or less per payment.

9. Accuracy, Maintenance, Support:

The data is maintained by internal logs.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will improve the quality of life for the citizens of Louisiana by administering the LCDBG Program in an effective manner.

Indicator Name: Average findings per grantee monitored

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator measures success of technical assistance provided to grantees.

3. Use:

The performance indicator will be used for internal management purposes.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal logs and is calculated monthly.

6. Calculation Methodology:

A standard calculation of the total number of findings made divided by the number of monitoring visits.

7. Scope:

This indicator is aggregated.

8. Caveats:

The target goal is 5 findings or less.

9. Accuracy, Maintenance, Support:

The data is maintained by internal logs.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will improve the quality of life for the citizens of Louisiana by administering the LCDBG Program in an effective manner.

Indicator Name: Number of grants closed out for the fiscal year

Indicator LaPAS PI Code: 155

1. Type and Level:

This performance indicator is a supporting output indicator.

2. Rationale, Relevance, Reliability:

This indicator shows how the program is progressing, as each grant must close out in so that state grant with HUD can close out.

3. Use:

The performance indicator will be used for management purposes and for reporting to HUD.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported as it occurs on both internal and HUD databases.

6. Calculation Methodology:

The number of grants closed out annually is counted from the database.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

All grants made during each program year must be closed out prior to the state program closeout with HUD.

9. Accuracy, Maintenance, Support:

The data is retrievable from the internal database.

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PROGRAM ACTIVITY: OCD – LCDBG INFRASTRUCTURE ASSISTANCE

PROGRAM ACTIVITY GOAL:

- i. The Office of Community Development will award and administer LCDBG financial assistance to units of local government in federally designated eligible areas of the state to improve or construct community infrastructure principally for persons of low to moderate income in accordance with federal requirements.

PROGRAM ACTIVITY OBJECTIVE IV.2: The Office of Community Development will provide resources to improve or construct community infrastructure systems that principally benefit persons of low to moderate income through the Community Development Block Grant Program.

STRATEGY IV.2.a: Assist local governments with improving existing and providing new infrastructure and connections on private properties.

STRATEGY IV.2.b: Provide technical assistance by mail outs, posting website information, conducting workshops, participating in the Louisiana Municipal Association's conferences, and by on-site and telephone assistance to local governments during the application and grant implementation process.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Output: Total number of persons benefiting from infrastructure projects
2. Output: Percentage of beneficiaries of infrastructure projects who are low/moderate income
3. Input: Number of applications received for infrastructure projects

STATE OF LOUISIANA

DIVISION OF ADMINISTRATION

- 4. Outcome: Number of applications funded for infrastructure projects
- 5. Input: Funds requested for infrastructure projects
- 6. Outcome: Funds awarded for infrastructure projects

PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to improve or construct community infrastructure systems that principally benefit persons of low to moderate income through the Community Development Block Grant Program.

Indicator Name: Total number of persons benefiting from infrastructure projects

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general output indicator.

2. Rationale, Relevance, Reliability:

The purpose of the program is to assist citizens.

3. Use:

The performance indicator will be used for management purposes and is required to be reported to HUD.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported as it occurs on both internal and HUD databases.

6. Calculation Methodology:

The information is entered on and counted by the database when grants close out.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The data is reported by grantees and entered into internal and HUD databases.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to improve or construct community infrastructure systems that principally benefit persons of low to moderate income through the Community Development Block Grant Program.

Indicator Name: Percentage of beneficiaries of infrastructure projects who are of low/moderate income

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key output indicator.

2. Rationale, Relevance, Reliability:

Each grant must benefit at least 51% of low/moderate income persons.

3. Use:

The performance indicator is required by HUD.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The number of beneficiaries who are low/moderate income is divided by total beneficiaries.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The data is reported by grantees and entered into internal and HUD databases.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to improve or construct community infrastructure systems that principally benefit persons of low to moderate income through the Community Development Block Grant Program.

Indicator Name: Number of applications received for infrastructure projects

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general input indicator.

2. Rationale, Relevance, Reliability:

This indicator provides a basis for funds disbursement amongst funding categories.

3. Use:

The performance indicator is used in future management decisions regarding funding needs.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The information is entered on and counted by the database when applications are received.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The information is entered and calculated in internal databases.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to improve or construct community infrastructure systems that principally benefit persons of low to moderate income through the Community Development Block Grant Program.

Indicator Name: Number of applications funded for infrastructure projects

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator shows results of funds disbursement.

3. Use:

The performance indicator is used in future management decisions regarding funding needs.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The standard calculation is the total unexpended grant funds divided by the latest grant award amount.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

Actual HUD expenditure data is used.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to improve or construct community infrastructure systems that principally benefit persons of low to moderate income through the Community Development Block Grant Program.

Indicator Name: Funds requested for infrastructure projects

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general input indicator.

2. Rationale, Relevance, Reliability:

This indicator provides a basis for funds disbursement amongst funding categories.

3. Use:

The performance indicator is used in future management decisions regarding funding needs.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The information is entered on and counted by the database when applications are received.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The information is entered and calculated on the internal database.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to improve or construct community infrastructure systems that principally benefit persons of low to moderate income through the Community Development Block Grant Program.

Indicator Name: Funds awarded for infrastructure projects

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator shows the results of funds disbursement.

3. Use:

The performance indicator is used in future management decisions regarding funding needs.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The information is entered on and counted by the database when applications are received.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The information is entered and calculated on the internal database.

10. Responsible Persons:

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**PROGRAM ACTIVITY: OCD - LCDBG ECONOMIC DEVELOPMENT
ASSISTANCE**

PROGRAM ACTIVITY GOAL:

- i. The Office of Community Development will award LCDBG financial assistance to units of local government in federally designated eligible areas of the state to expand economic opportunities through economic development programs that create or retain jobs principally for persons of low to moderate income in accordance with federal statutory requirements.

PROGRAM ACTIVITY OBJECTIVE IV.3: The Office of Community Development will provide resources to strengthen community economic development through the creation and/or retention of jobs for new and existing businesses.

STRATEGY IV.3.a: Assist local governments with improving existing and providing new infrastructure in order to create or retain jobs.

STRATEGY IV.3.b: Provide technical assistance by mail outs, posting website information, conducting workshops, participating in the Louisiana Municipal Association's conferences, and by on-site and telephone assistance to local governments during the application and grant implementation process.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Number of persons benefiting (jobs created/retained) from economic development projects
2. Outcome: Percentage of beneficiaries of economic development projects who are low/moderate income
3. Input: Number of applications received for economic development projects

STATE OF LOUISIANA

DIVISION OF ADMINISTRATION

- 4. Outcome: Number of applications funded for economic development projects
- 5. Input: Funds requested for economic development projects
- 6. Outcome: Funds awarded for economic development projects

PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to strengthen community economic development through the creation and/or retention of jobs for new and existing businesses.

Indicator Name: Number of persons benefiting (jobs created/retained) from economic development projects

Indicator LaPAS PI Code: 12426

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

The purpose of the program is to assist citizens by providing jobs.

3. Use:

The performance indicator is required by HUD.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The information is entered on and counted by the database when applications are received.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The information is entered and calculated on the internal database.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to strengthen community economic development through the creation and/or retention of jobs for new and existing businesses.

Indicator Name: Percentage of beneficiaries of economic development projects who are low/moderate income

Indicator LaPAS PI Code: 12430

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

Each grant must benefit at least 51% of low/moderate income persons.

3. Use:

The performance indicator is required by HUD.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The number of beneficiaries who are low/moderate income is divided by the total beneficiaries.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The data is reported by grantees and entered into internal database.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to strengthen community economic development through the creation and/or retention of jobs for new and existing businesses.

Indicator Name: Number of applications received for economic development projects

Indicator LaPAS PI Code: 12399

1. Type and Level:

This performance indicator is a general input indicator.

2. Rationale, Relevance, Reliability:

This indicator justifies the need for the program.

3. Use:

The performance indicator is used in future management decisions regarding funding needs.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The information is entered on and counted by the database when applications are received.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The information is entered and calculated in the internal database.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to strengthen community economic development through the creation and/or retention of jobs for new and existing businesses.

Indicator Name: Number of applications funded for economic development projects

Indicator LaPAS PI Code: 12413

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator shows the results of funds disbursement.

3. Use:

The performance indicator is required by HUD.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The information is entered on and counted by the database when applications are received.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The information is entered and calculated in the internal database.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to strengthen community economic development through the creation and/or retention of jobs for new and existing businesses.

Indicator Name: Funds requested for economic development projects

Indicator LaPAS PI Code: 12406

1. Type and Level:

This performance indicator is a general input indicator.

2. Rationale, Relevance, Reliability:

This indicator justifies the need for the program.

3. Use:

The performance indicator is used in future management decisions regarding funding needs.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The information is entered on and counted by the database when applications are received.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The information is entered and calculated in the internal database.

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: The Office of Community Development will provide resources to strengthen community economic development through the creation and/or retention of jobs for new and existing businesses.

Indicator Name: Funds awarded for economic development projects

Indicator LaPAS PI Code: 12420

1. Type and Level:

This performance indicator is a general outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator shows the results of funds disbursement.

3. Use:

The performance indicator is required by HUD.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal database. The data is reported when grants close out on both internal and HUD databases.

6. Calculation Methodology:

The information is entered on and counted by the database when applications are received.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number depends on the total dollar allocation by HUD/federal government.

9. Accuracy, Maintenance, Support:

The information is entered and calculated in the internal database.

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PROGRAM ACTIVITY: OCD – LOCAL GOVERNMENT ASSISTANCE PROGRAM (LGAP) and COMMUNITY WATER ENRICHMENT FUND (CWEF)

PROGRAM ACTIVITY GOAL:

- i. The Office of Community Development will provide overall administration, planning, monitoring, and technical assistance to grantees of LGAP and CWEF programs to ensure funds are spent within the criteria established by the Division of Administration.

PROGRAM ACTIVITY OBJECTIVE IV.4: Through the Local Government Assistance Program and the Community Water Enrichment Fund, the Office of Community Development will financially assist local governments in providing needed priorities by administering the LGAP and CWEF programs in an effective manner.

STRATEGY IV.4.a: Receive annual funding by Louisiana Legislature.

STRATEGY IV.4.b: Prepare application document and accept applications.

STRATEGY IV.4.c: Rate and rank applications according to program criteria.

STRATEGY IV.4.d: Fund grants according to ranking list and legislative approvals, and implement projects with local government grantees.

STRATEGY IV.4.e: Monitor and close out grants in accordance with program criteria.

PROGRAM ACTIVITY PERFORMANCE INDICATORS:

1. Outcome: Percentage of available LGAP and CWEF funding awarded within twelve months from beginning of fiscal year

STATE OF LOUISIANA

DIVISION OF ADMINISTRATION

2. Output: Number of LGAP and CWEF grants closed out for fiscal year

3. Efficiency: Average number of OCD days for payment processing

PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: Through the Local Government Assistance Program and the Community Water Enrichment Fund, the Office of Community Development will financially assist local governments in providing needed priorities by administering the LGAP and CWEF programs in an effective manner.

Indicator Name: Percentage of available LGAP and CWEF funding awarded within twelve months from beginning of fiscal year

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key outcome indicator.

2. Rationale, Relevance, Reliability:

This indicator provides for measuring annual funding.

3. Use:

The performance indicator is used by internal management.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal logs and the reporting will be continuous.

6. Calculation Methodology:

The standard calculation is the total amount funded divided by the total amount available for funding.

7. Scope:

This indicator is aggregated.

8. Caveats:

The amounts awarded are dependent upon appropriations by the legislature.

9. Accuracy, Maintenance, Support:

The information is entered onto internal logs and relies on the accuracy of the entries.

10. Responsible Persons:

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Director

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: Through the Local Government Assistance Program and the Community Water Enrichment Fund, the Office of Community Development will financially assist local governments in providing needed priorities by administering the LGAP and CWEF programs in an effective manner.

Indicator Name: Number of LGAP and CWEF grants closed out for fiscal year

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a general output indicator.

2. Rationale, Relevance, Reliability:

This indicator shows how program is progressing, as each grantee can only have two open grants at a time.

3. Use:

The performance indicator is used by internal management.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal logs and the reporting will be continuous.

6. Calculation Methodology:

The information comes from a count on the internal data logs and files.

7. Scope:

This indicator is aggregated but can be disaggregated.

8. Caveats:

The number closed is dependent upon the grantees' progress with the grant.

9. Accuracy, Maintenance, Support:

The information is entered onto internal logs and relies on the accuracy of the entries.

10. Responsible Persons:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Office of Community Development

Objective: Through the Local Government Assistance Program and the Community Water Enrichment Fund, the Office of Community Development will financially assist local governments in providing needed priorities by administering the LGAP and CWEF programs in an effective manner.

Indicator Name: Average number of OCD days for payment processing

Indicator LaPAS PI Code: New

1. Type and Level:

This performance indicator is a key efficiency indicator.

2. Rationale, Relevance, Reliability:

This indicator measures productivity.

3. Use:

The performance indicator is used by internal management.

4. Clarity:

The indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:

The source of data for the performance indicator is internal logs and is calculated monthly.

6. Calculation Methodology:

A standard calculation of the total number of processing days is divided by the number of payments processed.

7. Scope:

This indicator is aggregated.

8. Caveats:

The target goal is 3 days or less per payment.

9. Accuracy, Maintenance, Support:

The information is maintained on internal logs.

10. Responsible Persons:

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DISASTER RECOVERY UNIT

The Office of Community Development's Disaster Recovery Unit (OCD-DRU) was created in 2006 to administer the federal Community Development Block Grant funds allocated to the state for recovery after hurricanes Katrina and Rita. The DRU also administers the federal recovery funds the state received after hurricanes Gustav and Ike (2008), hurricane Isaac (2012), and the National Disaster Resilience Competition (2016). After the Louisiana Recovery Authority sunset on June 30, 2010, the agency's work and staff merged into the DRU.

The state has received approximately \$14.7 billion in Disaster CDBG funds from the U.S. Department of Housing and Urban Development for recovery from the hurricanes listed above. The staff of the Disaster Recovery Unit provides policy direction and manages and coordinates all recovery programs using these funds.

The Disaster Recovery Unit identifies, prioritizes and addresses critical short-term and long-term recovery issues. Through these activities, OCD-DRU can rebuild a safer, stronger and smarter Louisiana and implement recovery programs in accordance with State and Federal Regulations. The DRU also provides oversight and accountability to all programs and funds administered for hurricane recovery. OCD-DRU communicates the progress, status and needs of the recovery to Congress, the White House, the governor and Louisiana Legislature. Programs administrated by the OCD-DRU include the following: Administration and Technical Assistance; Housing; Infrastructure; Economic Development and Planning.

Hurricane Impacts

Katrina and Rita (2005)

Impact

Hurricanes Katrina (landfall Aug. 29, 2005) and Rita (landfall Sept. 24, 2005) devastated south Louisiana, claiming 1,464 lives, destroying more than 200,000 homes and 18,000 businesses. In the New Orleans metropolitan area, storm surge from Hurricane Katrina breached the city's levee protection system at several points; 80 percent of the city was left underwater and thousands were stranded on rooftops and in shelters-of-last-resort. Much of



St. Bernard Parish was devastated by flooding and wind damage. Hurricane Katrina also left behind major wind, rain and storm surge damage in Plaquemines, Jefferson, and St. Tammany parishes.

Three weeks later, storm surge from Hurricane Rita re-flooded parts of New Orleans before the storm made landfall in far eastern Texas, devastating much of Cameron Parish and leaving behind intense flood and wind damage in Calcasieu and Vermilion Parishes. Other Louisiana parishes also suffered damages from the storms.

Hurricane Katrina is the costliest natural disaster in U.S. history, with a total damage estimate of \$108 billion.

Recovery

The U.S. Department of Housing and Urban Development (HUD) allocated \$13.4 billion in Community Development Block Grant funds to the State of Louisiana for recovery from hurricanes Katrina and Rita. The funds were provided in three separate appropriations:

- \$6.2 billion in February 2006;
- \$4.2 billion in July 2006; and
- \$3 billion in November 2007.

The final \$3 billion was provided to finish the Road Home program and can only be used on the existing population of Road Home applicants.

Gustav and Ike (2008)

Impact

Hurricanes Gustav and Ike, which impacted Louisiana on September 1 and 12, 2008:

- Caused 51 deaths
- Flooded 12,000 - 13,000 homes and damaged 150,000 - 300,000
- Caused an estimated \$8 - \$20 billion in physical damage
- Were responsible for more than \$1 billion in public infrastructure damage
- Caused \$2 - \$7 billion in housing damages, including \$1.7 billion in uninsured losses



- Gustav severely impacted 43 parishes; Ike severely impacted 14

Recovery

The U.S. Department of Housing and Urban Development allocated \$1.09 billion in Community Development Block Grant funds to the State of Louisiana for recovery from hurricanes Gustav and Ike. The funds were provided in three separate appropriations:

- \$438 million in November 2008;
- \$620 million in June 2009; and
- \$32.5 million in September 2010

OCD-DRU allocated more than half of the Gustav-Ike recovery funds to the 53 impacted parishes, a total of \$562.5 million. Parishes have chosen their own housing, infrastructure and economic development programs, following federal guidelines and pending approval by the state's Review Committee. Outreach representatives within DRU assigned to each parish provide technical assistance and guidance to the parishes.

Isaac (2012)

Impact

Hurricane Isaac struck Louisiana's coast at Plaquemines Parish on Aug. 28, 2012 as a Category 1 hurricane. The storm headed back out over the Gulf of Mexico, making a second landfall just west of Port Fourchon in Lafourche Parish on Aug. 29, 2012. The slow-moving storm impacted multiple Louisiana parishes with sustained strong winds and heavy rain through Aug. 30, 2012.

The severe storms brought on by Hurricane Isaac caused:

- Massive power outages to more than 900,000 home and business;
- Severe flooding due to storm surge in coastal parishes, as well as heavy rainfall and backflow along inland waterways;
- An estimated \$1.075 billion in damage, including \$914 million in housing need, \$47.2 million in economic need and \$114.4 million in infrastructure need; and
- Flooding of approximately 17,000 homes.



Recovery

The U.S. Department of Housing and Urban Development allocated \$106,778,000 to Louisiana for recovery from Hurricane Isaac, \$42,398,916 of which went directly to the City of New Orleans, Jefferson Parish and St. Tammany Parish. The remaining \$64,379,084 was allocated to the State of Louisiana.

The Isaac Action Plan describes the damage caused to the state and specifically St. John the Baptist and Plaquemines parishes, which were designated by HUD as the "most impacted and distressed parishes." It details the unmet needs caused by the storm and outlines proposed uses of funds and eligible activities available to assist declared parishes to meet unmet housing, economic development, public service, infrastructure and other needs that arose as a result of the storm.

NATIONAL DISASTER RESILIENCE COMPETITION

In January 2016, the U.S. Department of Housing and Urban Development awarded Louisiana \$92 million to implement two resilience-building projects as part of the National Disaster Resilience Competition (NDRC).

Administered by the Office of Community Development – Disaster Recovery Unit, this award will help resettle the Native American community of Isle de Jean Charles in lower Terrebonne Parish to a safer home, and will also help implement Louisiana’s Strategic Adaptations for Future Environments (LA SAFE), a resilience policy framework for the state’s hurricane-impacted areas.

Approximately \$48 million of the award is dedicated to resettling the community of Isle de Jean Charles. Only 320 acres remain of Isle De Jean Charles, an island that was 22,400 acres in 1955, putting this Native American community in critical need of a safer home. The award will fund a resettlement model that is scalable, transferrable and supportive of cultural and social networks.

In addition, nearly \$40 million of the award will be used to implement LA SAFE – a framework to plan for and implement resilience-enhancing development strategies in hurricane-impacted areas of the state.



The NDRC was a national contest in which disaster-impacted jurisdictions vied for a portion of \$1 billion made available by HUD for projects to make communities more resilient against future shocks. It involved a two-phase process over the course of a year and was open to cities, counties and states that experienced presidentially-declared disasters in 2011, 2012 and 2013. \$180 million was earmarked for Hurricane Sandy affected-areas and the remaining \$820 million was available to jurisdictions nationwide.

MISSION STATEMENT

The Disaster Recovery Unit within the Division of Administration's Office of Community Development is dedicated to helping Louisiana's citizens recover from hurricanes Katrina, Rita, Gustav, Ike and Isaac.

As the state's central point for hurricane recovery, OCD-DRU manages the most extensive rebuilding effort in American history, working closely with local, state and federal partners to ensure that Louisiana recovers safer, stronger and smarter than before.

CORE VALUES

The Office of Community Development – Disaster Recovery Unit expresses the philosophical stance we seek to reflect both internally with our colleagues and externally with our grantees, partners and the communities we serve.

- **Community-Driven Recovery:** Planning, recovery and resilience will always be inclusive of citizen input and local wisdom
- **Teamwork:** Collaboration and coordination with private, non-profit and governmental agencies at all levels will be the hallmark of recovery and resilience efforts
- **Urgency & Efficiency:** Seeking to both expedite recovery for citizens and to leverage allocated funds and resources, OCD-DRU will pursue opportunities to recover and rebuild in ways that recognize efficiencies, capitalize on existing resources and competitive advantages, and support an agenda of rebuilding safer, stronger and smarter



- **Integrity:** OCD-DRU will set the standard in ethics and accountability, ensuring that all applicable regulations are followed, and that all transactions related to recovery and resilience are transparent and follow appropriate accounting principles
- **Adaptability:** Recognizing that each disaster brings its own set of challenges and needs, OCD-DRU strives to continuously review and modify its operations in order to be solution-oriented and meet the needs of disaster victims throughout the recovery lifecycle
- **Knowledge Sharing:** As the agency responsible for the most extensive rebuilding effort in American history, we are committed to sharing our recovery knowledge and experiences, lessons-learned, and delivery methods with other areas of the country impacted by disasters

GOALS

- I. **Administration:** To ensure that all resources for disaster recovery and development programs are effectively and efficiently administered and communicated in compliance with government regulations.
- II. **Housing:** To restore housing stock by utilizing building practices that promote resiliency and mitigate against future losses.
- III. **Infrastructure and Planning:** To rebuild and protect hurricane-impacted communities in accordance with local priorities through the expeditious and efficient implementation of all infrastructure programs, as well as planning for long term resiliency.
- IV. **Economic Development:** To support sustainable economic revitalization, business development and job opportunities in communities impacted by disasters.



INTERNAL AND EXTERNAL CONSIDERATIONS

Internal: OCD-DRU programs are primarily funded through Disaster Community Development Block Grant dollars and are subject to HUD funding guidelines, including limitations of disaster-related eligible activities and a formal action plan amendment process. Additionally, the Office of Community Development falls under the Division of Administration in the Executive Branch and is subject to any guidance or provisions as may be required by the Commissioner of Administration and/or the Governor.

External Clients: The primary customers of disaster recovery programs are the individuals, households, businesses, communities, non-profit organizations and local governments directly impacted by the hurricanes of 2005, 2008, and 2012. As such, OCD-DRU is responsive to these customers as well as their local elected officials. In particular, OCD-DRU has specific reporting requirements to both the Louisiana Joint Legislative Committee on the Budget (JLCB) and the Select Committee on Hurricane Recovery. OCD-DRU also works in close coordination with other entities, governmental and non-governmental, providing disaster assistance and community development activities in hurricane-impacted areas. Additionally, OCD-DRU must conduct all activities in accordance with Disaster CDBG rules and regulations and have all Action Plans and substantial Action Plan Amendments reviewed and approved by HUD. OCD-DRU is also subject to HUD monitoring visits and audits from HUD's Office of Inspector General.

External Factors: Disaster recovery programs continue to be impacted by the current economic circumstances, particularly those programs that rely on the leveraging of credit. Business recipients, non-profit organizations, households and developers are particularly vulnerable to these external economic pressures. OCD-DRU and the programs under its purview are also subject to changes in legislation, administrative rules and federal mandates. Finally, there is always the threat of additional disasters. These threats may impact projects still in progress and also make it imperative that existing projects incorporate mitigation considerations.



Duplication of Effort: Federal law through the Stafford Act requires OCD-DRU to coordinate activities with other federal, state and local government agencies, as well as with non-profit entities that have disaster recovery programs and initiatives as part of their mission. This coordination occurs at the program level to both avoid duplication of benefit and to leverage other sources of recovery funding

Evaluation

OCD-DRU submits Quarterly Performance Reviews each quarter to HUD through the Disaster Recovery Grant Reporting System (DRGR). This reporting is mandated by HUD and tracks both expenditures and performance down to the individual project level. These reports are designated by grant and disaster and are available online at <http://www.doa.la.gov/Pages/ocd-dru/Reports.aspx...>

Internally, OCD-DRU conducts a quarterly review of all programs, with a focus on current performance and spending trends. Administrative costs are also reviewed on a quarterly basis.

The purpose of these reviews is to analyze spending trends and performance indicators to ensure that progress towards our shared goals is being achieved. In addition, performance information is provided, via the Division of Administration, to the Office of Planning and Budgeting through entry into the Louisiana Performance Accountability System quarterly and utilized for the annual budgeting process.



GOAL I: To ensure that all resources for disaster recovery and development programs are effectively and efficiently administered and communicated in compliance with government regulations.

Program Activity: ADMINISTRATION

From December 2005 to November 2007, the U.S. Congress appropriated \$13.41 billion, in three separate allocations, in Community Development Block Grant funding for Louisiana's recovery from hurricanes Katrina and Rita. In late 2008 and mid-2009, the U.S. Department of Housing and Urban Development allocated an additional \$1.093 billion in CDBG funds for Louisiana's recovery from hurricanes Gustav and Ike. The allocations from Hurricane Isaac and the National Disaster Resilience Competition were \$64.48 million and \$92.63 million respectively, bringing the total disaster recovery funding to approximately \$14.69 billion.

The Office of Community Development's Disaster Recovery Unit creates, implements and monitors Louisiana's recovery programs from five major disaster declarations that have occurred over an eight-year time span. Administration of these programs requires a leadership that is creative, responsive and effective in establishing performance expectations, maintaining accountability and providing clear and concise communications throughout the organization.

Primary administrative responsibilities include financial management, contracts management, state and federal reporting, human resources and compliance and monitoring. Additionally, a considerable amount of technical assistance is provided to state and local partners to ensure all recovery investments are consistent with federal guidelines. In accordance with federal regulations, these functions must be completed with funds less than or equal to 5% of the disaster allocation.

OBJECTIVE I.1: Maintain reasonable administrative costs at less than 4.5% per year, thereby exceeding the federal standard.



- Strategy I.1.1: Review administrative costs quarterly for cost effectiveness.
- Strategy I.1.2: Maintain appropriate staffing levels by reducing or realigning staff with current priorities.

PERFORMANCE INDICATOR:

- Percentage of CDBG Disaster allocations spent on administration (measured over the life of the programs)

OBJECTIVE I.2: To ensure all draw requests are submitted to the Office of Finance and Support Services within ten business days of receipt at DRU.

- Strategy I.2.1: Hire knowledgeable and experienced staff in order to promote efficiency in the processing of draw requests.
- Strategy I.2.2: Increase efficiency by providing training when changes to programmatic documents affect the review and processing of a draw request.
- Strategy I.2.3: Maintain communication between program and finance staff when documentation may be streamlined.

PERFORMANCE INDICATOR:

- Percent of draw requests sent to the Office of Finance and Support Services within ten business days of receipt

OBJECTIVE I.3: To track and reduce the number of findings over time, where a finding is determined during a routine compliance visit.

- Strategy I.3.1: Decrease findings by increasing OCD-DRU's staff knowledge of CDBG rules and regulations through increased training.



- Strategy I.3.2: Maintain current level of responsiveness through outreach staff working in coordination with program managers.
- Strategy I.3.3: Provide guidance and technical assistance to grantees and perform regular monitoring based on an approved monitoring plan and identified risks.

PERFORMANCE INDICATOR:

- Average number of compliance findings per monitoring visit over the trailing three months



GOAL II: Restore housing stock by utilizing building practices that promote resilience and mitigate against future losses.

Program Activity: HOUSING

In 2005, Hurricane Katrina flooded 80% of the major urban center of New Orleans, and in total more than 200,000 homes and rental units sustained major or severe damage due to hurricanes Katrina and Rita (K/R) combined. In 2008, hurricanes Gustav and Ike (G/I) damaged or destroyed more than 6,500 rental units. Hurricane Isaac, in 2012, caused major or severe damage to approximately 9,300 owner-occupied homes and rental units.

The Road Home program helps Louisiana residents affected by hurricanes Katrina or Rita get back into their homes as quickly and fairly as possible. This groundbreaking effort represents the largest housing recovery program in U.S. history. Eligible homeowners received up to \$150,000 in compensation for their losses. Homeowners had three compensation options: 1) stay in their home; 2) purchase another home in Louisiana; or 3) sell their home and choose not to remain a homeowner. Due to the large scale of this program, as initial disbursement activities are complete, it is incumbent upon the state to ensure that these funds are spent for their intended purpose and that any remaining third allocation funds are invested in rebuilding.

The Piggyback program developed mixed-income properties that have proven to be a nationwide best practice, supplying high-quality residential developments in attractive neighborhoods that eliminate the pockets of poverty and social inequities so often associated with traditional low-income housing projects. The DRU manages Piggyback projects from both the 2005 and 2008 storms. After program completion, both programs will continue ongoing monitoring and asset management.

The First Time Homebuyer and Soft Seconds programs provided affordable loan financing to low-to-moderate income families in hurricane-impacted communities. The First Time Homebuyer program ran primarily through finance authorities and non-profit organizations, while the Soft Seconds program ran through the parish governments. These programs are scheduled to run through the end of fiscal year 2017.



Through the Gustav/Ike allocation, the State and the five most impacted parishes are running Affordable Rental programs. These programs fund multifamily or scattered site affordable housing in impacted parishes using a variety of financing options including 4% Low Income Housing Tax Credits and Tax Exempt Bond Financing.

In the Isaac allocation, HUD regulations required that most funds be directed towards the “most impacted and distressed areas.” Due to this, approximately 77% of funds were allocated to St. John the Baptist and Plaquemines parishes. After public input, each of these parishes has directed the large majority of allocated funds toward housing programs – primarily housing rehabilitation.

HUD awarded the state \$92 million in the National Disaster Resilience Competition. Within that award \$48 million was allocated for resettling residents of the community of Isle de Jean Charles to a location with lower risk of coastal flooding. Another \$40 million was awarded for the LA SAFE fund, which will be a competitive program to improve resilience in impacted areas. This award selection may allocate funds towards other housing initiatives.

OBJECTIVE II.1: Pursuant to the August 17, 2015 Amendment to Grant Terms and Special Contract Conditions “(Grant Amendment”), continue efforts to assist impacted homeowners who received grants but have not been able to return home and also to otherwise successfully close out the Road Home Program with HUD.

Strategy II.1.1: Complete all inspections for Road Home Elevation Incentives (RHEI) reclassifications (APA 60) by the end of fiscal year 2017.

Strategy II.1.2: Provide additional resources of unmet needs including Interim Housing to homeowners, affording them the opportunity to reduce repayment amounts or assist with reconstruction through the Loan Principle Repayment Grant (LPRG) from APA 58 & 59.



Strategy II.1.3: Prioritize monitoring efforts on highly-impacted areas and coordinate monitoring and compliance efforts with the Nonprofit Rebuild Pilot Program (NRPP) and GOSEP elevation programs.

Strategy II.1.4: Follow OCD-DRU grant recapture policies and processes revised in furtherance of the Grant Amendment and the Road Home Close Out Plan to eliminate open files.

PERFORMANCE INDICATOR:

- Number of Road Home grants brought to final disposition for close out
- Amount of funds recovered through grant recapture process
- Number of Homeowners RHEI grants reclassified to compensation

OBJECTIVE II.2: Complete implementation of other housing programs, monitor for program compliance, and close out programs.

Strategy II.2.1: Complete closings on all other housing program applicants and monitor for program compliance.

Strategy II.2.2: Determine amount of unused program funds and reallocate those funds to unmet needs.

Strategy II.2.3: Monitor programs for regulatory and state program requirements and closeout programs.

PERFORMANCE INDICATOR:

- Percent of allocated funds invested in housing stock over funds projected (not inclusive of Homeowner Assistance Program)



GOAL III: To rebuild and protect hurricane-impacted communities in accordance with local priorities through the expeditious and efficient implementation of all infrastructure programs, as well as planning for long term community resilience.

Program Activity: INFRASTRUCTURE AND PLANNING

INFRASTRUCTURE:

The five storms inflicted heavy damage on the state's critical infrastructure by ripping up roads, toppling bridges, ravaging schools, flooding hospitals, fouling water treatment facilities and much more.

For the Katrina/Rita disasters, OCD-DRU has designed and implemented a suite of innovative programs to rebuild the impacted parishes' infrastructure, including the Long Term Community Recovery (LTCR) program, which supports implementation of local governments' long-term recovery and rebuilding plans in the most heavily impacted communities in the state, and the Primary and Secondary Education program, which supplements FEMA Public Assistance funding for the rebuilding, repair and enhancement of storm-damaged school facilities.

In addition, the Local Government Infrastructure program funds projects that restore critical local infrastructure and provide mitigation of future disaster impacts.

Following hurricanes Gustav and Ike, OCD-DRU launched the Parish Implemented Recovery program, which directs funds to the 53 impacted parishes in order to address priority needs. Additionally, the state created a program to specifically address the unmet needs of municipalities in the declared parishes, known as the Municipal Infrastructure program (MIP). The Coastal Communities Recovery program, a partnership with the Coastal Protection and Restoration Authority, hardens and improves critical storm protection and wetland restoration infrastructure.

The Katrina/Rita Fisheries Infrastructure program improves the viability and long-term sustainability of the commercial and recreational fishing industries



of coastal Louisiana. Additional projects were funded through the Gustav/Ike Sustainable Coastal Communities program, which funds a variety of projects competitively selected by the Louisiana Department of Wildlife and Fisheries.

PLANNING:

Disaster recovery programs need planning activities to guide the state and its citizens into a safer, stronger and smarter future.

In the wake of the destruction caused by hurricanes Katrina and Rita, the Louisiana Speaks Initiative created a sustainable, long-term vision for South Louisiana. This initiative included the creation and promotion of the Louisiana Speaks Regional Plan, first published in May 2007. The plan represents 18 months of work facilitated by top planners in Louisiana and the United States, built upon and validated by the voices of 27,000 citizens. The plan combined the efforts of local, state and federal partners along with many experts, stakeholders and citizens into a comprehensive approach in order to guide recovery and growth in the state of Louisiana over the next 50 years. This preliminary effort continues to provide a framework for our current planning activities.

The Parish Planning Capacity Building program assisted parishes with planning issues initially resulting from hurricanes Katrina and Rita, which are reflected in their longer term recovery plans, and in most cases exacerbated by the impacts of Hurricane Gustav and Ike. The state provided increased capacity to 11 parishes.

Another planning program, the Comprehensive Resiliency Pilot program, helps communities impacted by hurricanes Gustav and Ike create plans to be more resilient in the event of future disasters and to recruit staff in pivotal code enforcement roles. This program provides funding to support land use planning and promote strong code enforcement, which when paired with existing mitigation efforts, including restoring our coastline, can protect communities from future loss. The Plan or Zoning Ordinance Development component is open to public entities and nonprofit organizations. The Code Enforcement component is open to parishes, municipalities and other relevant public entities.



OCD-DRU has expanded the Planning program to address unmet needs in Resiliency Planning. Unmet needs are addressed through an addition in the Comprehensive Resiliency Program through the Disaster Recovery Enhancement Fund (DREF) and Gustav Ike Planning funds. The National Disaster Resilience grant may also allocate funds to additional planning projects that will increase resilience in impacted areas.

OBJECTIVE III.1: 100% of all infrastructure projects funded through Katrina/Rita and Gustav/Ike Disaster CDBG will be complete by December 31, 2019.

- Strategy III.1.1: Review and approve applications and application amendments in a timely manner.
- Strategy III.1.2: Monitor project status and provide technical assistance to grantees during the grant process, both personally and through consultants, to ensure the project is moving forward to completion.
- Strategy III.1.3: Perform infrastructure desk review of draw requests and notify grantee of any issues within 48 hours of receipt of draw request.
- Strategy III.1.4: Set and enforce performance deadlines for grantees relative to their infrastructure program grants.

PERFORMANCE INDICATOR:

- Percentage of Disaster CDBG Infrastructure dollars expended over dollars projected



GOAL IV: To support sustainable economic revitalization, business development and job opportunities in communities impacted by disasters.

Program Activity: ECONOMIC DEVELOPMENT

The hurricanes of 2005, 2008, and 2012 caused considerable havoc and structurally changed the economic fabric of many south Louisiana communities and neighborhoods. The damage from these natural events was then exacerbated by the economic downturn and financial crisis that occurred in 2009, just as many of these small and medium size firms were re-entering the marketplace in their respective industry sectors.

As a result of the hurricanes, OCD-DRU designed a series of programs to encourage economic revitalization in hurricane-impacted areas and help impacted businesses recover from the storms. This included bridging the gap between the onset of damages and payout of insurance claims, providing immediate financial relief for working capital and uncompensated losses as a result of the storms and offering assistance in adapting to a changed marketplace. The combined effects of these natural events and the economic crisis in 2009 was particularly acute to the state's multi-billion dollar seafood and agriculture industries, which are the economic backbone to many rural south Louisiana parishes, as well as the small and medium size businesses that provide considerable job creation, innovation and retention in the State's urban areas.

Some economic development programs worked through community-based organizations to deliver technical assistance and loans to small businesses and non-profits located in storm-affected areas. Other programs focused on creating workforce training and job placement programs to meet the needs of recovering business sectors that are critical to recovery and rebuilding efforts. OCD-DRU also developed programs that are designed to address continuing unmet business recovery and revitalization needs in Louisiana communities that suffered from the effects of hurricanes Katrina, Rita, Gustav and Ike by investing in commercial revitalization or improvement projects.



OBJECTIVE IV.1: Complete the investment in economic development activities by December 31, 2020.

Strategy IV.1.1: Provide funding for PROP and Economic Revitalization program.

Strategy IV.1.2: Invest in small business by providing technical assistance through the Innovation Loan and Technical Assistance program (ILTAP) program.

Strategy IV.1.3: Partner with Louisiana Economic Development to invest in economic development projects in hurricane-impacted areas through the Economic Development and Growth Infrastructure program.

PERFORMANCE INDICATOR:

- Percentage of dollars expended over projected dollars



PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Disaster Recovery Unit - Administration

Objective: I.1 – Maintain reasonable administrative costs at less than 4.5% per year, thereby exceeding the federal standard.

Indicator Name: Percentage of CDBG Disaster allocations spent on administration (measured over the life of the programs)

Indicator LaPAS PI Code: 24283

1. **Type and Level:** Efficiency

2. **Rationale, Relevance, Reliability:** Efficiency measure is required by HUD to ensure dollars go to recovery activity

3. **Use:** Required by HUD

4. **Clarity:** Yes

5. **Data Source, Collection and Reporting:** ISIS

6. **Calculation Methodology:** (SAAD + GIAD expended)/(Total expended)

7. **Scope:** Aggregated

8. **Caveats:** N/A

9. **Accuracy, Maintenance, Support:** Data pulled from state's financial system. DRU performs reconciliations of expenditures to ensure accuracy

10. **Responsible Person:** Hugh Hyman, Director of Reporting and Performance Management, 225-342-1923, hugh.hyman2@la.gov



PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Disaster Recovery Unit - Administration

Objective: I.2 – To ensure all draw requests are submitted to the Office of Finance and Support Services within ten business days of receipt at DRU.

Indicator Name: Percent of draw requests sent the Office of Finance and Support Services within ten business days of receipt

Indicator LaPAS PI Code: New

1. **Type and Level:** Efficiency

2. **Rationale, Relevance, Reliability:** To measure and ensure timely reimbursements to grantees for disaster recovery projects

3. **Use:** Continuous review of internal processes and procedures

4. **Clarity:** Yes

5. **Data Source, Collection and Reporting:** Draw Request Tracker within Sharepoint and GIOS

6. **Calculation Methodology:** Calculate NETWORKDAYS between date of final submission to DRU and date of submission to OFSS on all draws sent to OFSS within a given month and determine percentage that fall within 10 or less days

7. **Scope:** Aggregated

8. **Caveats:** N/A

9. **Accuracy, Maintenance, Support:** DR-CDBG accounting and performance systems have and continue to be subject to multiple audits by the Louisiana Legislative Auditor and HUD OIG. In addition, OCD-DRU is monitored by HUD at least annually to ensure compliance with regulations and provide technical assistance

10. **Responsible Person:** Hugh Hyman, Director of Reporting and Performance Management, 225-342-1923, hugh.hyman2@la.gov



PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Disaster Recovery Unit - Administration

Objective: I.3 – To track and reduce the number of findings over time, where a finding is determined during a routine compliance visit.

Indicator Name: Average number of compliance findings per monitoring visit over the trailing three months

Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome
2. **Rationale, Relevance, Reliability:** To identify and track compliance with regulations by grantees
3. **Use:** To determine if technical assistance by staff is effective in providing grantee compliance and to identify patterns where non-compliance is occurring.
4. **Clarity:** Yes
5. **Data Source, Collection and Reporting:** Tracking logs by the compliance and monitoring staff
6. **Calculation Methodology:** Averaging the number of findings per grantee monitoring visit that have been performed over the three prior months
7. **Scope:** Aggregated - can be disaggregated by program and subrecipient
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** DR-CDBG accounting and performance systems have and continue to be subject to multiple audits by the Louisiana Legislative Auditor and HUD OIG. In addition, OCD-DRU is monitored by HUD at least annually to ensure compliance with regulations and provide technical assistance
10. **Responsible Person:** Robert Bizot, Finance Manager, 225-219-9615, Robert.bizot@la.gov



PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Disaster Recovery Unit - Housing

Objective: II.1 - Pursuant to the August 17, 2015 Amendment to Grant Terms and Special Contract Conditions "(Grant Amendment)", continue efforts to assist impacted homeowners who received grants but have not been able to return home and also to otherwise successfully close out the Road Home Program with HUD.

Indicator Name: Number of Road Home grants brought to final disposition for close out

Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome
2. **Rationale, Relevance, Reliability:** To determine how close program is towards being closed out
3. **Use:** By watching growth of grants brought to final disposition compared to total population of grants
4. **Clarity:** Yes
5. **Data Source, Collection and Reporting:** eGrants and other systems used by the Road Home Program
6. **Calculation Methodology:** Count based upon parameters
7. **Scope:** Aggregated
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** DR-CDBG accounting and performance systems have and continue to be subject to multiple audits by the Louisiana Legislative Auditor and HUD OIG. In addition, OCD-DRU is monitored by HUD at least annually to ensure compliance with regulations and provide technical assistance
10. **Responsible Person:** Jeff Haley, Director of Homeowner Program, 225-219-9747, jeff.haley@la.gov



PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Disaster Recovery Unit - Housing

Objective: II.1 - Pursuant to the August 17, 2015 Amendment to Grant Terms and Special Contract Conditions "(Grant Amendment)", continue efforts to assist impacted homeowners who received grants but have not been able to return home and also to otherwise successfully close out the Road Home Program with HUD.

Indicator Name: Amount of funds recovered through grant recapture process

Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome

2. **Rationale, Relevance, Reliability:** To determine how close program is towards being closed out

3. **Use:** Measuring amount of funds actually recaptured compared to the amount that has been determined ineligible by the program

4. **Clarity:** Yes

5. **Data Source, Collection and Reporting:** eGrants and other systems used by the Road Home Program

6. **Calculation Methodology:** Count of the amount of dollars recaptured

7. **Scope:** Aggregated, can be broken down by various fields

8. **Caveats:** N/A

9. **Accuracy, Maintenance, Support:** DR-CDBG accounting and performance systems have and continue to be subject to multiple audits by the Louisiana Legislative Auditor and HUD OIG. In addition, OCD-DRU is monitored by HUD at least annually to ensure compliance with regulations and provide technical assistance

10. **Responsible Person:** Jeff Haley, Director of Homeowner Program, 225-219-9747, jeff.haley@la.gov



PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Disaster Recovery Unit - Housing

Objective: II.1 - Pursuant to the August 17, 2015 Amendment to Grant Terms and Special Contract Conditions "(Grant Amendment)", continue efforts to assist impacted homeowners who received grants but have not been able to return home and also to otherwise successfully close out the Road Home Program with HUD

Indicator Name: Number of Homeowners RHEI grants reclassified to compensation

Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome
2. **Rationale, Relevance, Reliability:** To determine how close program is towards being closed out
3. **Use:** To track how much of total population is classified as compliant with grant covenants
4. **Clarity:** Yes
5. **Data Source, Collection and Reporting:** eGrants and other systems used by the Road Home Program
6. **Calculation Methodology:** Count of number of previously classified RHEI grants get reclassified to compensation
7. **Scope:** Aggregated, can be broken down by various fields
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** DR-CDBG accounting and performance systems have and continue to be subject to multiple audits by the Louisiana Legislative Auditor and HUD OIG. In addition, OCD-DRU is monitored by HUD at least annually to ensure compliance with regulations and provide technical assistance
10. **Responsible Person:** Jeff Haley, Director of Homeowner Program, 225-219-9747, jeff.haley@la.gov



PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Disaster Recovery Unit - Housing

Objective: II.2 – Complete implementation of other housing programs, monitor for program compliance, and close out programs.

Indicator Name: Percent of allocated funds invested in housing stock over funds projected (not inclusive of Homeowner Assistance Program)

Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome
2. **Rationale, Relevance, Reliability:** To determine amount of funding distributed during a given fiscal year
3. **Use:** By seeing if flow of funds is consistent with expectations
4. **Clarity:** Yes
5. **Data Source, Collection and Reporting:** ISIS, Projections are based upon historical spending and determining individual project estimated funding in consultation with grantee
6. **Calculation Methodology:** Percentage of actually spent compared to projections. Projections are determined by estimated future funding of individual projects in consultation with grantee
7. **Scope:** Aggregated, can be broken down by program and projects
8. **Caveats:** Projections are only estimates of future expectations and are compiled a year in advance of year being calculated
9. **Accuracy, Maintenance, Support:** DR-CDBG accounting and performance systems have and continue to be subject to multiple audits by the Louisiana Legislative Auditor and HUD OIG. In addition, OCD-DRU is monitored by HUD at least annually to ensure compliance with regulations and provide technical assistance
10. **Responsible Person:** Robert Bizot, Finance Manager, 225-219-9615, Robert.bizot@la.gov



PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Disaster Recovery Unit - Infrastructure

Objective: III.1 – 100% of all infrastructure projects funded through Katrina/Rita and Gustav/Ike Disaster CDBG will be complete by December 31, 2019.

Indicator Name: Percentage of disaster CDBG Infrastructure dollars expended over dollars projected

Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome

2. **Rationale, Relevance, Reliability:** To determine amount of funding distributed during a given fiscal year

3. **Use:** By seeing if flow of funds is consistent with expectations

4. **Clarity:** Yes

5. **Data Source, Collection and Reporting:** ISIS, Projections are based upon historical spending and determining individual project estimated funding in consultation with grantee

6. **Calculation Methodology:** Percentage of actually spent compared to projections. Projections are determined by estimated future funding of individual projects in consultation with grantee

7. **Scope:** Aggregated, can be broken down by program and projects

8. **Caveats:** Projections are only estimates of future expectations and are compiled a year in advance of year being calculated

9. **Accuracy, Maintenance, Support:** DR-CDBG accounting and performance systems have and continue to be subject to multiple audits by the Louisiana Legislative Auditor and HUD OIG. In addition, OCD-DRU is monitored by HUD at least annually to ensure compliance with regulations and provide technical assistance

10. **Responsible Person:** Robert Bizot, Finance Manager, 225-219-9615, Robert.bizot@la.gov



PERFORMANCE INDICATOR DOCUMENTATION

Program: Community Development Grant Program

Activity: Disaster Recovery Unit – Economic Development

Objective: IV.1 – Complete the investment in economic development activities by December 31, 2020.

Indicator Name: Percentage of dollars expended over projected dollars

Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome
2. **Rationale, Relevance, Reliability:** To determine amount of funding distributed during a given fiscal year
3. **Use:** By seeing if flow of funds is consistent with expectations
4. **Clarity:** Yes
5. **Data Source, Collection and Reporting:** ISIS, Projections are based upon historical spending and determining individual project estimated funding in consultation with grantee
6. **Calculation Methodology:** Percentage of actually spent compared to projections. Projections are determined by estimated future funding of individual projects in consultation with grantee
7. **Scope:** Aggregated, can be broken down by program and projects
8. **Caveats:** Projections are only estimates of future expectations and are compiled a year in advance of year being calculated
9. **Accuracy, Maintenance, Support:** DR-CDBG accounting and performance systems have and continue to be subject to multiple audits by the Louisiana Legislative Auditor and HUD OIG. In addition, OCD-DRU is monitored by HUD at least annually to ensure compliance with regulations and provide technical assistance
10. **Responsible Person:** Robert Bizot, Finance Manager, 225-219-9615, Robert.bizot@la.gov

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